

**LDO  
&  
Warrant  
Officer  
Programs**

# Proud Beginnings

The warrant officer provides our Navy with a vital and invaluable form of leadership—an officer technical specialist who has the expertise and authority to direct the most difficult and exacting technical operations in a given occupational area. He has done so since our beginnings as a naval force over 200 years ago.

The warrant officer's traditions are much older than our seagoing service.

Over two centuries before Columbus sailed, the comparatively small ships of England were each under the command of a boatswain. The boatswain is the oldest known title of

any seagoing officer or man and is derived from the Anglo-Saxon word *batawen*, meaning boat's swain or husband.

The British later developed a systematic group of officers, starting with the boatswain and the later-appearing *master*, known as "swabbers" to distinguish them from the nobles who came at a later date bearing such army titles as *captain* and *lieutenant*. The boatswain is recognized as the first true "sea officer" of England and he, along with the master and their mates, was appointed by a warrant issued by the Admiralty.

Navigators, during the Middle Ages and the Renaissance, were not full-time services. Ships, including the "king's ships"—those actually owned by the sovereign—normally made commercial voyages in time of

peace with crews of merchant seamen. When war threatened, these merchantmen were taken over for emergency service and fitted with fighting platforms. After the introduction of gunpowder, guns were also added.

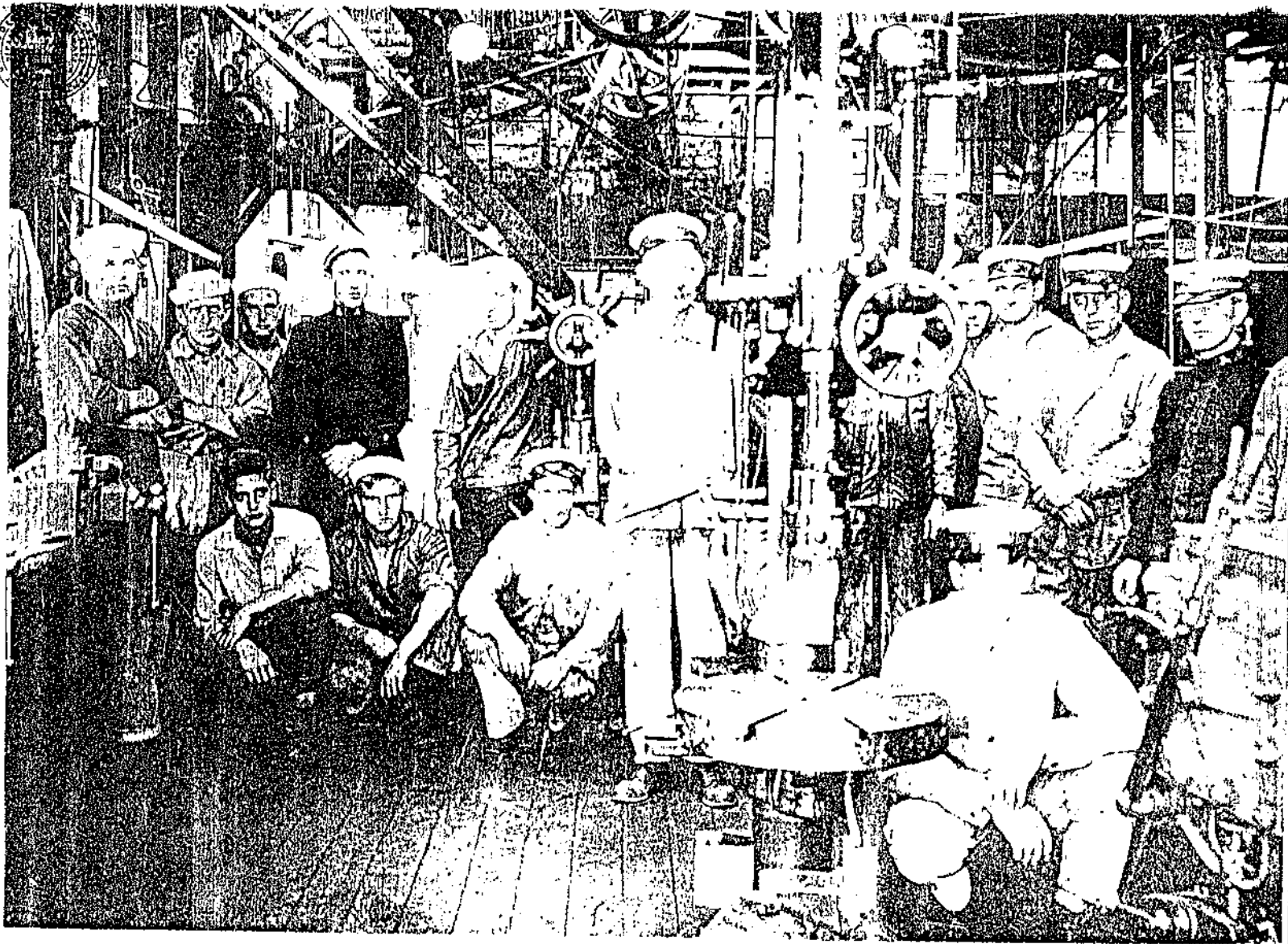
As the ship was prepared for war, a detachment of soldiers was ordered on board under the command of an officer—normally a knight or nobleman—who had overall command and led the fighting while the civilian crew handled the ship. The military commander, who came to be called the captain, received his orders in the name of the sovereign and "held the king's commission". We thus find a distinction between the *captain*, who held a commission and had responsibility for the movements and activities of a ship, and

the *master*, who held a warrant and had charge of navigation and shiphandling.

Full-time national navies began to evolve during the second half of the seventeenth century, with ships specifically built and commissioned as men-of-war with permanent crews. The old command arrangement persisted; a ship's captain was now a naval officer, but he was still assisted by a *master*—later called a sailing master—who was the ship's navigator and its most experienced seaman.

As the science of the sea progressed, new officers made their appearance to tend to the developing specialties. With the introduction of large cannon on ships during the 1500's, an artilleryist was taken aboard and called the *gunner*. Dam-





◀ In this 1916 portrait, Warrant Officer Abraham DeSomer wears the Navy Medal of Honor he received when he was a chief turret captain aboard USS *Utah* (BB 31). He was cited for extraordinary heroism as a company commander in a "battalion" of 17 officers and 367 sailors who landed and seized the port of Vera Cruz, Mexico, 21-22 April 1914, to prevent arms and munitions aboard a German ship from being delivered to the forces of the dictator Victoriano Huerta.

age to the wooden hull and yards and masts required the attention of a carpenter. The hundreds of square yards of canvas aloft necessitated the sailmaker.

To care for the sick and wounded and administer the sacraments, the surgeon and chaplain, respectively, were required. Other varieties and grades of ship's officers were added from time to time as the English navy developed. Each received a warrant to serve from the Navy



Board. The warrant branches, then, are the antecedents from which nearly all other officer branches have evolved.

▲ The warrant officers can be recognized in this photo of machine shop personnel at the Naval Training Station, Newport, R.I., in 1919. Unfortunately none of them have been identified.

◀ Carpenter Patrick McGunigal, seen here in a 1918 portrait, received the first WWI Navy Medal of Honor when he was a shipfitter first class aboard the cruiser USS *Huntington* (ACR 5), 17 September 1917. As the ship was passing through the war zone, it launched an observation balloon with an officer embarked. A squall struck the balloon and it was hauled to the ship's side but the basket trailed in the water, overturned, and submerged the officer. Petty Officer McGunigal climbed down the side of the ship, jumped to the ropes, and proceeded to rescue the pilot.

At the outbreak of the Revolutionary War, the Colonies quite logically modeled the nucleus of the naval establishment after that of the British. Our history records that on 13 December 1775, Congress agreed to construct 13 frigates. The grades of



officers to lead this force were provided as follows:

Commissioned  
Captains of Ships  
Captains of Marines  
Lieutenants of Ships  
Lieutenants of Marines

Warrants  
Surgeons  
Chaplains  
Pursers  
Boatswains  
Gunners  
Carpenters  
Masters-Mates  
Secretary of the Fleet

Congress resolved that the "Committee for Fitting Out Armed Vessels" issue warrants to all officers under the rank of third lieutenant employed in the fleet and commissions to those above. In the assignment of warrants to officers, it seems that breeding, profession, position and responsibility were not to be taken into account. Therefore, we see responsible positions being warranted instead of commissioned even though these officers were heads of departments of the ship and, as such, were answerable only to the captain. Like their British forebears, the warrant officers in our early Navy performed the specialized, and in many cases, seamanlike



▲ Gunner Illnus D. Jacobus stands by a depth charge aboard the patrol ship (converted yacht) *USS Venetia*, 26 February 1919. Based at Gibraltar, *Venetia* escorted convoys in the Mediterranean during World War I.

◀ Machinist John G. Krieger (wearing hat) and engine room crew pause for this photo aboard the troopship *USS Siboney* (ID 2999) in 1918. *Siboney* carried six shiploads of troops to Europe during World War I.

▶ Carpenter Joseph G. Thomas sits for this portrait sometime around 1867. Other circumstances are unknown except that he was serving in *USS Ticonderoga*, a screw-driven sloop-of-war in the European Squadron that operated in the Mediterranean and along the English and African coasts. Carpenter Thomas served from 1847 until his retirement in 1878 and afterwards lived until the age of 93.



tasks so vital to establishing a naval force.

The changes brought on by the introduction of steam to the Navy are far too extensive to attempt anything more than a brief note here. In order to adapt this new technology to the world of sail and sailors, a handful of civilians called engineers was hired as demonstrators. This group was later transformed into chief, first assistant, second assistant, and third assistant engineers.

Later, all but the chief were to be warranted and eventually all were to be commissioned in the staff of the Navy with such titles as chief engineer, passed assistant engineer and assistant engineer. They were finally integrated with the line of the Navy.

Commissioned-warrant grades—the chief warrant officer to “rank

with but after ensign”—were introduced to the Navy and Marine Corps at the turn of the nineteenth century. The first to be established were the chief boatswains, gunners, carpenters, and sailmakers in recognition that they had been the only remaining warrants of the vast number that through the centuries had evolved to form commissioned grades that reached as far as the flag ranks.

Sailing masters, among the oldest of warrant ranks, moved into officers country during the nineteenth century. When legislation was passed in 1794 to establish the Federal Navy under the new Constitution, the rank of sailing master was established as the senior warrant officer.

In 1837, the rank was redesignated master; some masters, “in line

of promotion”, were commissioned. The rest remained warrant officers. Some masters were appointed to command ships, with the rank of master commandant; this rank became that of commander in 1837. Warrant masters continued in service until 1883, when they became lieutenants (junior grade).

Just prior to the second world war, there were eight warrant specialties which reflected the technology of the times. The sailmaker had, of course, disappeared but the boatswain, gunner, and carpenter had been joined in the warrant officers mess by the electrician, radio electrician, machinist, pharmacist and pay clerk.


These specialists were drawn from “those chief petty officers and first class petty officers who are of good officer material”. The candidates were administered a competitive examination along with several days of intense grilling and were observed for their moral, physical and professional qualities.

Those few who made the high standard were placed on the Navy Department's waiting list to await appointment as vacancies occurred. Promotion to commissioned warrant officer was by selection of a statutory board following not less than six years of warrant service.

The importance of the highly skilled officer specialist increased significantly with the rapid growth in technical complexity of Navy warfare and support systems. The torpedoman, ship's clerk, photographer and aerographer entered the warrant ranks during WWII and brought the number of specialties to 12. The requirements of postwar specialization launched new warrant officer careers in fire control, communications, civil engineering, data processing, electronics, aviation maintenance, bandmaster, supply clerk and numerous other categories. Today, there are 26 occupational specialties, including physical security which was approved by SECNAV in January 1979.

The functional role of the modern warrant officer is to provide officer technical expertise at a relatively constant grade level in the Navy officer structure. The duties they perform are limited in scope in relation





to other officer categories such as the unrestricted line, restricted line, or limited duty. That is, the occupational areas of warrant officers do not expand since their primary duties, especially afloat, involve an application of technical officer skills as opposed to a purely management function.

To ensure the continuous utilization and development of these skills, warrant officers are normally assigned within a billet structure that is repetitive in nature. Thus a warrant electronics technician completing a sea tour as ship's electronic material officer may anticipate assignment ashore in an electronics repair or, possibly, instruction billet. Of course, the specific duties of an individual warrant officer will al-

ways reflect the particular technical and operational requirements of his command as well as the overall officer structure available to perform assigned tasks.

Therefore, while warrant officers should be utilized only in valid warrant officer requirements, they may be assigned any primary or additional duty deemed necessary by the commanding officer to accomplish the immediate mission of the unit. Navy Regulations also state that a warrant officer may succeed to command of a ship, or other command of the naval service, provided he is authorized to perform all deck duties afloat or has a designator appropriate to the function of the activity, respectively.

It is a great tribute to the warrant

officer community that there exists the potential to undertake the spectrum of technical, operational or management positions. For although by precedence he ranks after the junior officer, he is recognized and esteemed today for what he always has been—a highly skilled and proven professional. Not a "junior officer" but a warrant officer.



John Reilly, Naval Historical Center, assisted in writing and editing this article. The photographs were selected from the collection at the Naval Historical Center.



## LDO Technical Managers CWO Technical Specialists Experien

### QUICK QUIZ

For CO's, XO's, department heads—

Are LDO's and CWO's:

- (a) Simply junior officers?
- (b) Primarily technical advisors?
- (c) Potential OIC's, XO's, and CO's?
- (d) All, some or none of the above?

For junior officers—

Are LDO's and CWO's:

- (a) Fellow members of the wardroom, no more and no less?
- (b) Sea daddies to the newly commissioned URL officers?
- (c) Bridge watchstanders?
- (d) SWO-qual candidates?
- (e) All, some or none of the above?



# ced Experts

By JOCM Bill Green

**For E6-9—**  
the LDO/CWO programs offer you:

- (a) Upward mobility?
- (b) New horizons in duty assignments?
- (c) Broader responsibilities?
- (d) Larger leadership roles?

**For E4-5:—**

- (a) Does your career path lead to an LDO/CWO commission? In what category?
- (b) What are the eligibility criteria for LDO/CWO candidates?
- (c) What are the criteria for LDO/CWO selection boards?
- (d) What are the prospects for future LDO's and CWO's?

All Navy hands know that chief warrant officers and limited duty officers are officers who demonstrated outstanding ability as enlisted men and women. Past that, however, most fantail philosophers find it difficult to explain the difference. Even CO's, XO's and department heads have been known to get lost as to their duties and what should be expected of these comparatively rare and important breeds of officers.

In many ways that's understandable because the LDO and warrant programs went through a major transformation in 1974-5. On 15 September 1981, more changes were made necessary due to the Defense Officer Personnel Management Act (DOPMA) and additional alterations were recently prompted by changing needs of the Navy. In general, the trend is toward steady growth of the LDO and CWO communities and continual improvement of their career opportunities.

The Navy now has some 3600 LDO's and 3050 CWO's. Projections for 1987 reflect an increase of 700 LDO's and 600 CWO's, keeping pace as the fleet expands the number of battle groups. The 1981 active-duty in-service procurement board selected 416 CWO2's, 34 CWO3's, 290 LDO ENS's and advanced 100 CWO's to LDO LTJG's. According to OPNAV projections, approximately the same numbers will be selected each year for several years to come.

OPNAV's LDO/CWO community manager is LCDR James F. Parks who began his career as a deck seaman,

advanced to YNCS, was promoted to warrant officer (W-1) in 1970, and is now an LDO. "I'm responsible to my seniors," he acknowledges, "for the health and welfare of the LDO/CWO community. For example, I propose policy, NMPC executes it, and I monitor it. I propose the promotion plans that enable the LDO and CWO communities to move up in rank.

**"Proud communities"**

"LDO's and CWO's make up two very proud communities," says LCDR Parks. "Sometimes I think they are too proud. They are high achievers. I can tell you without a doubt that they put the Navy first and everything else second."

**What are CWO's?**

In a nutshell, they are technical specialists ranging in ranks from W-2 to W-4 who perform duties which:

- Require extensive knowledge of a specific occupational field,
- Are technically oriented, and
- Are repetitive in nature, leading to successive tours

◀ CWO3 Merrill W. Inglis, USS *Belleau Wood* (LHA 3), sums up his motivation when he applied for a commission, "In the boatswain's mate field, the ship's boatswain is the ultimate resident professional. I wanted to be that man."





▲ LCDR Jim Parks, OPNAV's LDO/CWO community manager, and his assistant, LT Fred Major, discuss the status of the program. "LDO's and CWO's are proud professionals," says LCDR Parks. "I can tell you without a doubt that they put the Navy first and everything else second." Photo by JOC W.D. Christensen, Jr.

of duty in the same type of billets.

LDO's, on the other hand, are technically oriented officers from ENS to CDR who perform duties which:

- Are limited to specific occupational fields,
- Require authority and responsibility greater than that normally expected of a warrant officer,
- Require strong managerial skills, and
- Are outside the normal development pattern for unrestricted line, restricted line, and staff corps officers.

What kind of people are LDO's and CWO's? Why do they go into these challenging programs?

In general, LDO and CWO candidates say they are seeking:

- Upward mobility and further promotion opportunities.
- New horizons in duty assignments.
- Increased responsibilities.
- More authority and leadership roles.

Meanwhile, some of their enlisted contemporaries say that they do not apply for LDO or CWO because they feel that they would not be adequately compensated for the additional responsibility they would get along with unwelcome:

- Sea duty assignments.
- Watches.
- Collateral duties.
- Social obligations.

Yet, one person's dread may be another's desire. An

E8/9 in a rating with no sea duty billets at that level may be eager to get underway again and may welcome opportunities to take the conn on the bridge or a major role in CIC. On the other side of the coin, clearly, LDO/CWO career paths are not for everyone—not everyone is capable; not everyone is motivated.

#### Virtually a new career

The first day an individual wears the CWO insignia is only the morning after the last evening as a CPO. That day marks the start of a major transition. Although newly commissioned LDO's and CWO's get officer indoctrination training and LMET which is specifically designed for their experience level en route to their initial assignments, they will have much adjusting to do, almost all of it in the early months of what is virtually a new career.

Their enlisted careers are officially left behind. Enlisted records for CWO's and LDO's who accept permanent status are closed and the officer records they bring to their new commands contain nothing about their previous enlisted performance and achievements.

They are at a new plateau of leadership, management and supervision. Their quarters are in officer country. Wardroom meals and meetings are the rule, events which are unfamiliar and, in the beginning, sometimes awkward. After years of being addressed by their last names, it can jar the ears of former CPO's to hear fellow officers use their first names. Yet their adjustment is almost always smooth and occurs surprisingly soon after stepping into an LDO/CWO role.

This adjustment, plus personal aspirations and experiences, has been described by several LDO's and CWO's. Among them is CWO3 Merrill W. Inglis, ship's boatswain, USS *Bellevue Wood* (LHA 3), who is serving in his first billet since becoming a CWO2 in 1979 when he was a BMCS-selectee with 13 years total service.

"I had just about reached the top as far as enlisted billets go," he explains. "I knew they weren't going to select me to be a young E9 so I would probably be stalemated for about five years. I wanted to advance faster and farther and I also wanted the opportunities and privileges, such as a stateroom, that came with being an officer. But the big thing was, in the boatswain's mate field, the ship's boatswain is the ultimate resident professional. I wanted to be that man."

#### Career History of CWO3 Merrill W. Inglis

1965-67	USS <i>St. Paul</i> (CA 73)	SN, BM3
1967-70	USS <i>Prairie</i> (AD 15)	BM3, BM2
1970-71	USS <i>Morton</i> (DD 948)	BM2
1971-72	FLETRACEN San Diego	BM2, BM1, instructor
1973-74	USS <i>Thomaston</i> (LSD 28)	BM1
1974-78	USS <i>Juncos</i> (LPD 10)	BMC
1978-79	NAVTRACEN Great Lakes	BMC, BMCS, recruit company commander
1979----	USS <i>Bellevue Wood</i> (LHA 3)	CWO2, CWO3, ship's boatswain

"As a chief petty officer," he compares, "I ran my division and I had all the authority I wanted except that I



really never had the final say in anything. Now I've got the authority of being the resident professional and the respect that goes with it, and when I say something it's usually accepted without question."

"You're not the chief anymore"

"When he became a chief warrant officer, then-CWO2 Inglis had to alter his CPO approach to duties. "Naturally," he recalls, "I just wanted to continue doing what I'd always done and it was difficult for me to let the chief run the division. I was judging his performance by what I would have done. I had to remind myself, 'You know, not everybody does it the same way and you're not the chief anymore.'"

At the same time, he was apprehensive about moving from the CPO mess to the wardroom. "I said to myself," he relates, "I've got to go to these wardroom functions, watch my P's and Q's, hold my finger right, and all this. I think a lot of enlisted people don't go up for LDO or CWO because they don't believe they want to put up with this."

"But when I finally took the step, I found that the officers in the wardroom were very human. I don't know what it would be elsewhere but the wardroom here com-

pletely accepted me. I have had nothing but a pleasant experience and am proud to be part of it."

His wife Patsy also made an adjustment. "She had the same fears I had," recounts the boatswain. "She had a little difficulty talking to some of the wives. They are mostly college educated. She is not. She is a housewife and most of them have careers so she really doesn't have much in common with them other than the Navy. But we have found that they treat her with the same respect their husbands extend to me on board and that's fine."

#### CWO watchstanding

Although some chief warrant officers are required to stand more watches than they did as CPO's, it has not happened to CWO3 Inglis. He is standing watches as OOD underway "because I wanted to and I asked to." He adds, "Aboard *Belleau Wood* chief warrant officers don't have to stand OOD underway unless they want to, and I haven't had to stand any other watch that I didn't have as a chief."

OOD underway watches are part of the boatswain's effort to qualify as a surface warfare officer although he began standing them as a matter of personal satisfaction. He would like to attend surface warfare officer school

## Preparing for LDO or CWO Selection

### COMMENCE EARLY

- PO3 not too early
- Make seniors aware of short & long term goals

### EVALUATIONS

- No substitute for outstanding record
- Accumulate high marks early
- Maintain steady trend
- Demonstrated initiative/leadership
- Personal and physical appearance
- Marks and write-up must match
- Ensure complete and accurate before you sign

### CAREER PATTERN

- Good sampling of sea/shore tours
- Increasing responsibility in a variety of assignments
- Well rounded individual

### DISCIPLINE

- No negative trends
- N.P. early in career not serious
- General, Special or Summary Courts-martial or conviction by civil court (other than minor traffic violations) in last two years—not eligible to compete

### PROFESSIONAL IMPROVEMENT

- Documented professional performance
- Be a standout—do more than your job
- Officer/enlisted correspondence courses
- College credits
- Good standing in schools attended

### AWARDS/COMMENDATIONS

- Documented in evaluations

### APPLICATIONS

- Follow format in NMPC 1-120 Notice exactly
- Brief and grammatically correct statement of why you desire a commission
- Quality control—neat and accurate
- Reflects your administrative ability

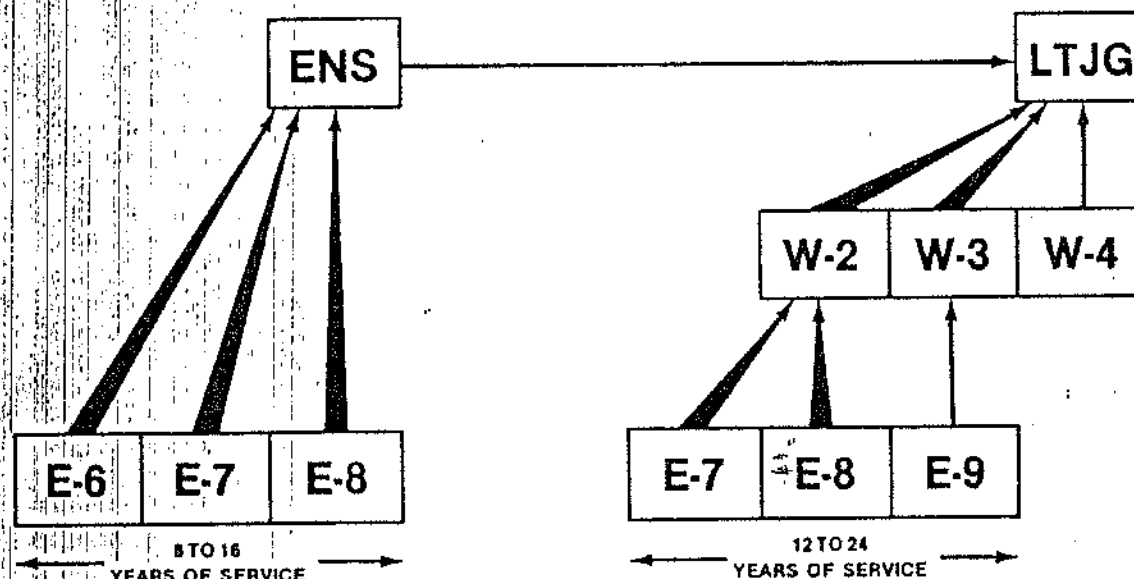
### CO'S ENDORSEMENT

- Should stress qualifications for designator applying for and potential to serve as a commissioned officer
- No longer than a page and a half
- Significant in selection process
- Obtain copy of your microfiche record and ensure complete and accurate

**THE MOST IMPORTANT FACTOR IN SELECTION  
IS SUSTAINED SUPERIOR PERFORMANCE**



# LDO/CWO PROCUREMENT AND APPOINTMENT PLAN



**CWO'S CAN COMPETE FOR LDO STATUS AFTER 2 YEARS CWO SERVICE  
E-9'S WITH 2 YEARS IN GRADE, APPOINTED CWO-3 VICE CWO-2  
ELIGIBILITY WINDOW EXPANDED FROM 20 TO 24 YEARS**

basic, which is not currently available to LDO's and CWO's. "I think it would give me a lot of the fundamentals in surface warfare," he says, "such as the general PQS that I have a hard time picking up. It would put me where the ensign or JG from SWOS is who comes aboard and already has all of his theory PQS signed off. It would help me timewise."

In turn, becoming SWO-qualified helps a CWO get selected for LDO. Although CWO Inglis initially elected to apply for CWO because he preferred being a ship's boatswain, he applied for LDO last year. He was not selected but says that he will try again, primarily for upward mobility—the opportunity to become a department head and earn higher income. As a CWO with 17 years service, he looks to the future with anticipation saying, "If I get billets I like, things go right, and I make LDO, then I'm looking at 30 years."

**"Around the wardroom table after dinner"**

In addition to climbing the promotion ladder and increasing his value to the Navy, CWO3 Inglis feels that he has developed and grown as a person since moving to the wardroom. He explains, "We sit around the wardroom table after dinner and talk. I don't always understand everything they talk about but I'm getting an idea of what college graduates go through in growing up—their experiences and how they handled them."

"I've got an eighth grade education so my experience is fo'c'sle experience from 17 years in the Navy and dealing with people. I am more knowledgeable as far as the Navy is concerned but I learn every day from these young officers. Some of them are really bright."

"I've grown quite a bit," he continues, "because I take pride in what I do. In my field especially, you look at the ship and you're looking at me. If my ship looks dirty, ragged and lubberly, the first thing they ask in my circles is, 'Who is the boatswain?'"

"So the personal satisfaction of being the ship's boatswain has done wonders for me and my career. It's made me more aggressive and it's made me look at a wider range of things."

Getting to know the unrestricted line officers in *Belleau Wood* has helped CWO3 Inglis work with them and perform his own duties more effectively. "When I was enlisted, even as a chief," he says, "I didn't know much about the officers. We worked with them and we worked for them but we really never knew the reasons they did some things. It was frustrating at times."

"Now that I'm in the wardroom I've learned why they react to things a certain way—the problems they have in being the officers in charge when they're right out of school themselves. I've learned how I can help them and how I can direct my men to help them. As the ship's boatswain, they come to me for a lot of things and for others not related to my field because they know I'm a professional and I'll help them. And they're willing to help me when I don't understand some of the technical pubs."

**"I always salute"**

"I should not be treated as a junior officer," he continues, "because I'm not. According to Navy Regulations, I'm not. However, I always salute an ensign, JG, or lieutenant and it's, 'Yes, Sir,' when I deal with them because

# NORMAL PATH OF ADVANCEMENT TO COMMISSIONED WARRANT AND LIMITED DUTY OFFICER

ENLISTED RATING	CWO CATEGORY AND OFFICER DESIGNATOR	LDO CATEGORY & OFFICER DESIGNATOR
BM, QM, SM	BOATSWAIN (711X/721X)	DECK (611X/621X)
QM, SM, OS, ST, OT, EW, RM	OPERATIONS TECH (712X/722X)	OPERATIONS (612X/622X)
OM, IM, MR, BT, IC, EN, MM, PICM, GS, EM	ENGINEERING TECH (713X/723X)	ENGINEERING/REPAIR (613X/623X)
ML, PM, HT	REPAIR TECH (714X/724X)	
#MM, EM, ET, IC	NUCLEAR POWER TECH (715X/725X)	NUCLEAR POWER (615X/625X)
GMG, GMM, GMT, GM, FTB, FTM, FT, MT, FTG	ORDNANCE TECH (716X/726X)	ORDNANCE (616X/626X)
TM, MN	UNDERWATER ORDNANCE TECH (717X/727X)	
OS, ST, DS, FTG, FTB, FTM, FT, OT, EW, ET	ELECTRONICS TECH (718X/728X)	ELECTRONICS (618X/628X)
ALL RATINGS		AVIATOR (630X)
ABE, ABF, ABH, AB	AVIATION BOATSWAIN (731X)	AVIATION DECK (631X)
AW	AVIATION OPERATIONS TECH (732X)	AVIATION OPERATIONS (632X)
AD, AME, AMH, AMS, AM, PR, AS, AZ, AFCM	AVIATION MAINTENANCE TECH (734X)	AVIATION MAINTENANCE (633X)
AO, GMT	AVIATION ORDNANCE TECH (736X)	AVIATION ORD-NANCE (636X)
AT, AX, AQ, AE, TD, AVCM	AVIATION ELECTRONICS TECH (738X)	AVIATION ELEC-TRONICS (638X)
AC	AIR TRAFFIC CONTROL TECH (739X)	AIR TRAFFIC CONTROL (639X)
LI, JO, PC, PN, YN, LN, RP	SHIP'S CLERK (741X)	ADMINISTRATION (641X)
DP, DS	DATA PROCESSING TECH (742X)	DATA PROCESSING (642X)
MU	BANDMASTER (743X)	BANDMASTER (643X)
CT@	CRYPTOLOGIC TECH (744X)	CRYPTOLOGY (644X)
IS	INTELLIGENCE TECH (745X)	INTELLIGENCE (645X)
AG	AEROGRAPHER (746X)	METEOROLOGY (646X)
PH, IS, JO, DM	PHOTOGRAPHER (747X)	PHOTOGRAPHY (647X)
ANY RATING QUALIFIED IN EOD	EXPLOSIVE ORDNANCE DISPOSAL TECH (748X)	EXPLOSIVE ORD-NANCE DISPOSAL (648X)
MA	PHYSICAL SECURITY TECH (749X)	PHYSICAL SECURITY (649X)
DK, SK, SH, AK, MS	SUPPLY CORPS WARRANT (SC) (751X)	SUPPLY (SC) (651X)
MS	FOOD SERVICE WARRANT (SC) (752X)	MESS MGMNT (SC) (652X)
DM, BU, CE, CM, UT, EA, EO, SW, CUCM, EQCM	CIVIL ENGINEER CORPS WARRANT (CEC) (753X) (CEC)	CIVIL ENGINEER (653X)
HM	PHYSICIAN'S ASSISTANT (PA) (754X)	
LN		LAW (655X)

**NOTES** Normal path in more than one category  
 @Only CT personnel may apply  
 #Exclusive path of advancement for personnel in these ratings who hold a valid nuclear power program NEC.  
 NC may apply under previous rating or any designator for which qualified

they are seniors in rank. When we are in the wardroom, we go by first names a lot, but outside the wardroom I extend them the courtesies they deserve. Naturally, I expect the same in return."

Since the boatswain is not a junior officer, aboard Bel-

lean Wood he has not been assigned the collateral duties usually allotted to junior officers. "As a ship's boatswain," he explains, "I've got plenty to do. Usually, as a chief warrant officer, we're not given the collateral duties that a junior officer gets to build his character, his



A Just a few weeks prior to his promotion to CWO3 on 1 June, COMNAVSURFPAC's EWCM Bobby Hamilton visits USS Cushing (DD 985) and reviews a training manual with the destroyer's EWCS Thomas Brooks and EW3 Bob Burke.

leadership, and his ability to do a wide variety of things. I was PQS coordinator for a while but I asked to do that. Other than that, I haven't been given any collateral duties whatsoever.

"I've got the best of two worlds," he continues. "I remember where I came from. I know what the enlisted problems are. I've been there. I can help in the overall picture in the Navy or in the ship itself because I've been in both worlds—and I've got the best of both."

"Sharp and really on the ball"

When he has an opportunity, the boatswain encourages young petty officers to think about the LDO and CWO programs. "If the man is a second class," he says, "I'll talk to him about the benefits, the prestige, and the preparation for the programs. Anyone who is sharp and really on the ball should give some serious thought to applying for CWO or LDO."

"My sea experience got me into the program," he reflects. "Out of 17 years in the Navy, I've had 15½ at sea so I never took extra educational courses and things of that nature. From what I've seen of people who have gone up for the programs and have been turned down,

first of all, they've got to keep their records clean—they have to get good quarterly marks and evaluations. They need to have a good image in the ship of being a professional

### "The Navy is not a job"

"People have got to realize that the Navy is not a job. It's a profession and they've got to be professionals. That's the first thing to do and then by all means if they can, get some education. Get some officer and enlisted correspondence courses done. Get out in the community on their shore duty and go to night school. If I had thought about it when I was third and second class, I'd have taken courses or gone to these PACE programs aboard ship."

CWO3 Inglis offers a final observation, "The first thing you'll hear when you say you're thinking about becoming a chief warrant officer or LDO is an old salt saying 'You don't want to go up to the wardroom because they're this and that.' I heard the same thing and I almost pulled my papers a couple of times because of peer pressure. The truth is that when you get to the wardroom, they're just as human as the chiefs mess—just as human as the first class mess. We have our happy moments and we have our bad moments but we're all human and we're all Navy."

In April and June 1982, for the first time, E9's were commissioned as CWO3's (a third increment will be commissioned in August). One of those new CWO's is former EWCM Bobby Hamilton, former EW training specialist and command master chief at COMNAVSURFPAC headquarters, who was interviewed in December about his CWO3 selection.

### Career History of CWO3 Bobby Hamilton

1961	Naval Reserve, Youngstown, N.Y.	SR
1963	RD "A" school	student, RDSN
1963-64	COMCRUDESFLOTSIX staff	RDSN, RD3
1965	USS Mactobi (ATF 105)	RD2
1967	USS Ponchatoula (AO 148)	RD1
1968-70	USS Boston (CA 69)	RD1
1970-73	FLTCOMBATRACEN San Diego	Instructor, RD1
1973-74	ADCOP	student, EWC
1975-78	USS Reeves (CG 24)	EWCS, EWCM
1978-82	COMNAVSURFPAC headquarters	EWCM, C M/C
1982-	USS Leahy (CG 16)	CWO3, Asst CIC officer

Explaining why, as a 39-year-old E9 with 19 years active service, he applied for the CWO program, then-Master Chief Hamilton said, "An E9 EW has no sea tour. It would be best for the Navy and for me if I returned to sea as a CWO3 and put to use the things I've learned. At SURFPAC my EW training role meant I kind of determined what exercises ships should perform, what their training requirements are, their inspections, and so forth. "At sea I'll have a chance to see if those things I generated are livable. It is something that I look forward to doing."

The master chief estimated that he would receive only \$480 a year more income during his first two years as a CWO3 but after reaching the 26-year mark he would receive at least \$1200 more per year.



Having qualified as JOOD underway aboard USS Reeves (CG 24), EWCM Hamilton anticipated that as the CWO3 resident professional in EW he would stand JOOD, OOD, and CIC watches aboard USS Leahy (CG 16). He wanted to start on his SWO quals as soon as he reports aboard and he would like to go to SWOS basic en route to his ship. "I don't want to say it should be a requirement," he declared, "But I'd like to go and I think the people in the 722X and 712X ops tech designators should go."

Assistant division officer duties and some collateral duties may also await CWO3 Hamilton aboard Leahy. "I expect," said the master chief, "to have a lot of collateral duties that will allow new junior officers to break away and do the things they need to help their careers. I think that's not a bad role for me because I have been exposed to a lot of these duties and could probably take some of that burden off their shoulders. It's a role that will allow the junior officers to grow as well as help the ship get the work done."

According to EWCM Hamilton's experience, future

candidates for LDO and CWO should start preparing when they are PO3's. "The Navy training plan now lays out a better path of advancement and selection for the officer programs. It starts them out at the E4 level and moves them up to the point in their careers when they become eligible for the CWO and LDO programs. So I think the system is laid out to start them getting ready at the E4 level. I don't know if that's always done—making individuals aware that these programs exist and what they have to do to take advantage of them."

Former CPO and former CWO, LCDR James R. Free is an electronics LDO in the training pipeline en route to duty as electronics material officer of Ticonderoga (CG 47).

"I made chief at eight years and nine months," he relates, "and there I was. I was going to be a chief forever, which was fine, but I wanted to keep moving up in the Navy. That motivated me to apply for warrant officer."

En route to his first warrant officer assignment, he attended six weeks of officer indoctrination school at Newport, R.I. A similar school is now located at Pensa-

## Recommended Correspondence Courses

### LDO/CWO Common Correspondence Courses

Navy Regulations—NAVEDTRA 10740-B4  
Naval Orientation—NAVEDTRA 10900-B1  
Naval Leadership & Management Training—  
NAVEDTRA 016-01-69-80  
Watch Officer—NAVEDTRA 10719-B  
Investigations—NAVEDTRA 10726-A1  
Uniform Code of Military Justice—NAVEDTRA  
10971-B1  
Financial Management in the Navy—NAVEDTRA  
10732-E  
Equal Opportunity in the Navy—NAVEDTRA  
13099-B  
Seamanship—NAVEDTRA 10923-C1  
Shiphandling—NAVEDTRA 10738-B1  
Security Manager—NAVEDTRA 10987-B  
Military Justice in the Navy—NAVEDTRA 10993-C  
Security of Classified Information—NAVEDTRA  
10975-D  
Naval Military Personnel Manual  
Part I—NAVEDTRA 13011-A  
Accident Prevention—NAVEDTRA 10432-1  
Disaster Control—NAVEDTRA 10440-2  
Standard Organization & Regulations of the U.S.  
Navy—NAVEDTRA 10427-B1

### LDO Correspondence Courses

Process of Management—NAVEDTRA 10947-C  
Management-related courses in area of concen-  
tration:  
Engineering Administration—NAVEDTRA  
10992-D2

### Communications Officer

Part I—NAVEDTRA 13134  
Part II—NAVEDTRA 13135-A  
Supply Afloat—NAVEDTRA 10980-E1  
Supply Ashore—NAVEDTRA 10983-B2

### CWO Correspondence Courses

Specialist courses in area of concentration:  
Operational Tactics (OPS TECH)—NAVEDTRA  
10761-C  
Principles of Naval Engineering (ENG/REP TECH)  
Part I—NAVEDTRA 10507-4  
Part II—NAVEDTRA 10508-3

### Additional Measures of Preparation

Reading the Handbook on Personnel Qualifications  
Standards  
Completion of the Formal Course "3-M for Manag-  
ers"  
Any area of study which will develop increased  
expertise in Occupational Field

\*Course numbers as of 1 April 1982

\*\*It is emphasized that these are recommended correspondence courses. Since the LDO/CWO programs do not entail a college degree, it is recommended that every candidate complete as many Navy enlisted and officer courses as possible.

Questions about the LDO and CWO programs may be addressed to the Officer Community manager for LDO's and CWO's, Office of the Chief of Naval Operations (OP-132E2), Navy Department, Washington, D.C. 20350. Telephone LCDR Jim Parks or LT Lew Kirk at autovon 224-5593/4 or commercial (202) 694-5593/4.



▲ LCDR James R. Free, *Ticonderoga* (CG 47), is a former CPO and former CWO. Assessing his 10 years experience as a CWO and LDO, he concludes, "Yes, I would do it again. I wouldn't even hesitate."

cola. "It was helpful," he reflects. "All the instructors were officers and we were former E6's to E9's with a million questions to ask. They provided the answers and there's no doubt that it was worthwhile. I think the course being offered now is even more worthwhile. Students coming out of it seem to have a super attitude."

#### Career History of LCDR James R. Free

1961	Naval Reserve	SR
1962-63	ET "A" school	student, ETSN
1963-65	USS Lookout (YAGR 2)	ET3, ET2
1965-66	ET "B" school	student, ET2, ET1
1966-67	USS Arlington (AGMR 2)	ET1
1967-70	SERVSCOLCOM San Diego	instructor, ET1, ETC
1970-71	NAVCOMMSTA Adak, Alaska	ETC, W-1
1971-74	USS Turner Joy (DD 951)	EMO, W-1, CWO2, LTJG
1975-78	COMTHIRDFLT staff	EMO, LTJG, LT
1978-80	USS Independence (CV 62)	EMO, LT
1980-81	NAS Oceana	Ground EMO, LT, LCDR
1981-	<i>Ticonderoga</i> (CG 47)	EMO, LCDR

"Part of the indoctrination school is, 'You are no longer in there actually turning the wrench.' The point is to let the chief do his duty while you do yours—although your tendency at first is to continue doing things you did as a chief. I've made that mistake. We all do. The thing to do is to create an atmosphere of trust and hon-

esty with your troops. Then if you get in their way, there are nice ways of telling you to buzz off and they figure out how to do that. I'm more sensitive to that now than I was 10 years ago when I first became a warrant. In those days I would get pretty frustrated because I wanted to get in there."

#### SWO qualification

About SWO qualifications, LCDR Free says, "If you read the LDO duties, it doesn't say we *will* participate in all those activities that would ultimately result in our becoming surface warfare qualified but you get aboard ship and you feel a responsibility to participate—at least most of us do."

"Some people become qualified; some people just become a specialist in one particular watch station. I happen to agree that there's a place for specialists although I'm not one of them—I enjoy the surface warfare aspects of the whole thing."

#### Should LDO's and CWO's attend SWOS basic?

"If they're going to a ship," says LCDR Free, "where the requirement will be laid on them to stand bridge watches, to stand watches in CIC, I think they should go to surface warfare officers school basic."

Whether LDO's and CWO's are expected to be SWO-qualified varies from one wardroom to another, according to what LCDR Free has seen. "In destroyers," he believes, "where there are fewer people, it's more or less expected. They may not be OOD's but at least they're going to stand CIC watch officer or JOOD on the bridge because when everybody's trying to get qualified, invariably you're running a little thin. Not standing a watch doesn't put that individual in a very good position although he could probably balk and get away with it."

Apart from sharing the burden of watchstanding duties, LCDR Free believes that it benefits individual LDO's and CWO's to become SWO-qualified simply for their personal development. "I'd have a hard time convincing myself," he reflects, "that I made LDO solely on my experience and performance as an EMO, which may have been more than satisfactory. I think it was weighted equally in the direction that I got myself SWO-qualified."

He also thinks that SWO qualification has enhanced his ability as a specialist. "This was especially true in an aircraft carrier," says LCDR Free, "where I did not stand watches because being the electronics material officer was an all-consuming responsibility. The knowledge I gained during SWO qualification is very helpful in making decisions regarding the use of systems and in prioritizing maintenance requirements. In my position as EMO, it is mandatory that I have the experience. I can't imagine being in that billet and not having an appreciation for the operational aspects of the rest of the ship."

#### "Collateral duties... aren't unimportant"

Collateral duties have also contributed to LCDR Free's personal and professional development. "When you go to CWO or LDO," he notes, "There are collateral duties and they aren't unimportant. They are collateral in that they don't take a great deal of your time. In terms of welfare and rec, for example, usually a CWO or LDO is eminently better qualified because of his Navy experi-

ence, than the average young ensign. It's nice to have someone doing that who knows his way around.

"Around '72 or '73 I had legal officer duties for a couple of years and that was an exciting experience. It kept me talking to a broader spectrum of folks in the Navy and that was worth it. It really was."

LDO and CWO roles are those of technical managers, according to LCDR Free. "Each of the fields that have been defined as requiring LDO's and CWO's are very important and I think it takes someone who has experience to fill those positions. By the time a line officer collected that much experience, he'd be mighty senior. We're the workhorses. We're not the showboats. That's how I view it."

Sometimes shipboard berthing can be a sore point among LDO's and CWO's. "We have a problem here in the average age of the CWO's and LDO's," LCDR Free acknowledges. "It does not always lend itself to getting along as roommates with young officers straight out of college. If it's at all possible, I believe it would work better if the CWO's and LDO's had separate berthing from the 22-year-old line officers."

### "A positive influence"

"Of course, the other side of the coin is that the CWO's and LDO's can have a positive influence on these young officers if they all live together. The only problem with that is you've got what is euphemistically referred to as 'boy's town' in older ships. For instance, the only warrant aboard a destroyer, living in boy's town, may feel that he is oppressed in many respects because of his years of naval service and age. It's a source of tension."

"An ensign is senior to a chief warrant officer; he moves out of boy's town into a two-man stateroom and the CWO with 20 years experience is left sitting down there. Even though the CWO knows that the ensign is senior to him, it still comes out looking a bit unfair and he feels a bit put out."

"I haven't experienced it myself but I know some of the old cruisers had the warrant mess and the warrant berthing area. Due to the size of the cruisers, having two different messes was no problem; however, there were some social difficulties because a number of the warrants weren't participating as much as they should in some of the wardroom activities. I think there's still a place for

## New to the LDO and CWO Programs

Relatively recent changes in the LDO and CWO programs include:

- No age stipulation for LDO/CWO candidates.
- No restriction on the number of times an LDO/CWO candidate may apply from the same enlisted pay grade.
- E6/7/8 with 8-16 years service are eligible for LDO ENS.
- E7/8 with 12-24 years service are eligible for CWO2.
- Minimum and maximum eligibility computed from time in rate date.
- E9 with two years in grade and not more than 24 years service are eligible for CWO3.
- Candidates for CWO2 and CWO3 compete on an equal basis.
- Terminal eligibility date extended to 1 July of year of application.
- After two years as a CWO, CWO's can compete for selection to LDO LTJG.
- Eligibility for temporary promotion of CWO2 to CWO3 and CWO3 to CWO4 reduced to three years with deep selection available at the two-year mark.
- Prior military service that parallels current service counted to meet minimum eligibility requirement.
- Upon promotion to LT, those LDO's commissioned after 15 September 1981 must accept permanent appointments. This applies also to CWO's selected after 15 September 1981 and subsequently selected for LDO status. All LDO's and those CWO's selected for LDO status who were commissioned

prior to 15 September 1981 will have the option of accepting permanent LDO status or remaining temporary LDO's.

- Officer indoctrination school (OIS)—four weeks of instruction for newly commissioned CWO's and LDO's at Pensacola emphasizing oral and written communication, administrative and legal procedures, Navy programs and topics, military duties and courtesies, and seapower.

- LMET—(specifically designed for their experience levels) two weeks of instruction at Pensacola following OIS.

- CWO sea pay—as much as \$310 a month plus \$100 more for those with over three consecutive years of sea duty.

- LDO sea pay—as much as \$265 a month plus \$100 more for those with over three consecutive years of sea duty.

- Three years (not 10) commissioned service establishes eligibility to retire as CWO with 20 years total service.

- Local commands are required to convene a board of officers to screen all applicants to ensure that only the best qualified are recommended.

- Full length, 8x10 or 5x7 black and white photographs (front and side views) in dress uniform, uncovered, required with application.

(NOTE: See NAVMILPERSCOMNOTE 1120 of 30, December 1981 for details about applying for LDO and CWO.)

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warrant messes. When it comes to a professional matter, a CWO or LDO receives due respect for his years of experience yet, aboard some ships, when it's time to go to bed at night, he's right down there in boy's town."

#### From CWO to LDO

Citing mixed emotions, LCDR Free examines his motives for going from CWO to LDO. "The duties get bigger," he emphasizes. "From W-1 all the way to LCDR, the work remains basically the same. It makes no difference what the billet calls for. The CO can put us in there, we do the work as a specialist, and rank doesn't really mean a lot. Eventually, however, you reach the point where you have to have the authority to go along with the responsibility your duties lay on you."

"I think an example of that is being the electronics material officer of an aircraft carrier. They're not going to put a W-2 in there and that is the biggest billet a 618 LDO has—the biggest afloat billet we have—even though it's not a terribly popular assignment. The way to get there is to be an LDO and I wanted it because I was going to keep going as far as I could. Besides, I was enjoying myself—that's the truth."

But he didn't enjoy the transition from CWO to LDO as much as he did his duties and responsibilities. "I didn't enjoy going from CPO to W-1 and I didn't care for going from W-2 to JG. There was a significant amount of prestige associated with being a CPO and with being a chief warrant officer and you're more unique in those categories. Then, all of a sudden, you're just one more JG for a while."

"It's almost a grin-and-bear-it situation. It takes time to adjust. Even though they know you're an LDO, your credibility is still to be established. If you do your work in a creditable manner, you're going to be accepted. It doesn't take as long, obviously, for a CWO or LDO to establish his credibility compared to what happens to an unrestricted line officer. It's just a momentary thing—meaning weeks instead of months."

"The point is, if an individual is going to hang back and not do anything, he'll never establish his credibility. But if he gets right in there—digs right in—and doesn't grouse too much about things such as sharing the load in the wardroom, he won't have any problems."

#### "I might augment... I enjoy the ship-driving"

Now 38 years old and having completed 20 years active service, LCDR Free looks forward to a 30-year career. He envisions, "I'm going to *Ticonderoga* with the idea of broadening my experience and then, depending on what goes on, I might augment to the unrestricted line. I just completed a bachelor's degree. I enjoy the ship-driving and operational aspects as well as being a maintenance officer. After I became a warrant, my first CO asked me if I wanted to become a ship driver and I said, 'I've been waiting 10 years to be one' and that was true."

How about the prospects of being a department head, XO or CO?

"I would love that," he responds with a grin on his face, "Give me a bathtub with a commissioning pennant and one seaman to call me captain and I'd be happy. Seriously, given the opportunity, I'd like to do it."

## Selection Boards

What do selection boards look for in LDO/CWO candidates?

- Primarily, proven professional performance.
- Demonstrated leadership and supervisory ability.
- Significant sea duty experience relative to the particular rating.

"The in-service procurement board," says LCDR James F. Parks, OPNAV LDO/CWO community manager, "is impressed by the candidate who started getting good evals early in his/her career—whose write-ups match his/her marks—who has reasonable sea/shore rotation within his/her specialty or rating."

"The CO's endorsement on an application for LDO or CWO should have specific comments about the individual's leadership traits, how many people he/she supervises and how well he/she supervises. Too many enlisted evals—and we hear this from all the boards—do not have hard core facts in the area of leadership, professional expertise and supervision. The mark may be 4.0 but there are no words to support it. The endorsement should also stress the individual's potential to serve as a naval officer and his/her professional ability to serve in the designator(s) requested."

"Over the last few years the average LDO selected has been an E7 with 10 years service. Few E6's are selected because they usually have insufficient supervisory experience, however, a candidate who has been a shop or work center supervisor or an acting division officer as an E6 is out of the ordinary and that's going to help convince the board."

"Enlisted warfare designation shows the board that the individual does more than is required. Officer and enlisted correspondence courses or college credits through PACE or some other program are also very helpful unless the individual has neglected his duties in the process. The key here is not to let the pursuit of a college education be at the expense of your overall performance."

Department head school for LDO's would be nice but it is not necessary, as LCDR Free sees it. "Right now," he continues, "the only LDO's that get department head billets are usually the engineers and for them there are bits and pieces of department head school that they go to and they probably don't need the entire department head course."

"Even though my EMO billet aboard *Independence* was considered a department head billet by some people, the department head course wouldn't have done me any good. It wouldn't be cost-effective. It would be nice, if you have the time to do it, but I don't think it's necessary."

#### Perceptions of LDO and CWO roles

CO's, XO's and department heads vary in their perceptions of LDO and CWO roles and capabilities. "CWO's and LDO's," observes LCDR Free, "Have the ability to perform more efficiently in their particular areas of expertise than probably any other officers aboard ship. The



tendency is to load one of them down with proportionately much more than another junior officer, simply because he can function very well in his own area.

"As a result, he looks at it as, 'Wait a minute. I am taking on a slightly larger load than possibly the rest of the folks around me.' We still run into senior people who haven't dealt very much with CWO's and LDO's and are not aware of their capabilities, so the CWO and LDO and their superior officers have to keep an open mind toward each other and not make rash assumptions.

"A neighbor of mine is going into the program and he's already studying how to be a ship driver and trying to get his education up to speed so he can help out wherever he's needed in the ship. That's the right approach. I think the CWO or LDO who goes aboard ship and does not want to participate in a few of the line officer specialties is shortchanging himself and the command. I don't think he has to become a surface warfare officer but I don't think it's totally unrealistic to expect him to participate.

"Not everyone can"

"Obviously," he continues, "I like the program and I

encourage anybody who has the ability and aptitude to participate. It isn't for everybody. Not everyone can be a CWO or LDO. Not everyone wants to be one. But most folks, if they get into it—and if they then work at it—can be successful.

"If they decide early enough that the Navy is going to be their career and not just X-number of years of enlistment, they can make it. The first step is outstanding performance of duty. Then it's important to continue your education and by that I mean outside of and in addition to your technical education—being able to write, going to college nights... It takes self-discipline to take subjects simply because you need them to improve yourself. If you do that, it does not go unnoticed and it's going to make you a more useful human being."

He likes the recent change that allows an E9 to be selected for CWO3, "I know a master chief ET who has been selected for W-3 and in his case I think it is a logical progression. He wants to remain close to the troops and close to electronics. He's going to go for 30 and he is willing to accept a greater degree of responsibility so he goes for the progress. I think it's great."

Assessing his own 10 years of experience as a warrant officer and an LDO, LCDR Free reflects, "Yes, I would do it again. I wouldn't even hesitate."



### OIS/LMET

Four weeks of officer indoctrination schools (OIS) are conducted for newly commissioned LDO's and CWO's at NAS Pensacola. The categories of courses are:

- Navy programs and topics
- Oral communications
- Naval administration
- Naval correspondence
- Military
- Written communication
- Seapower
- Law

Some division officer PQS requirements are included in OIS courses.

Two weeks of LMET are scheduled following OIS.

Questions about the LDO and CWO programs may be addressed to the Officer Community manager for LDO's and CWO's, Office of the Chief of Naval Operations (OP-132E3), Navy Department, Washington, D.C., 20350. Telephone LCDR Jim Parks or LT Lew Kirk at autovon 224-5593/4 or commercial (202) 694-5593/4.

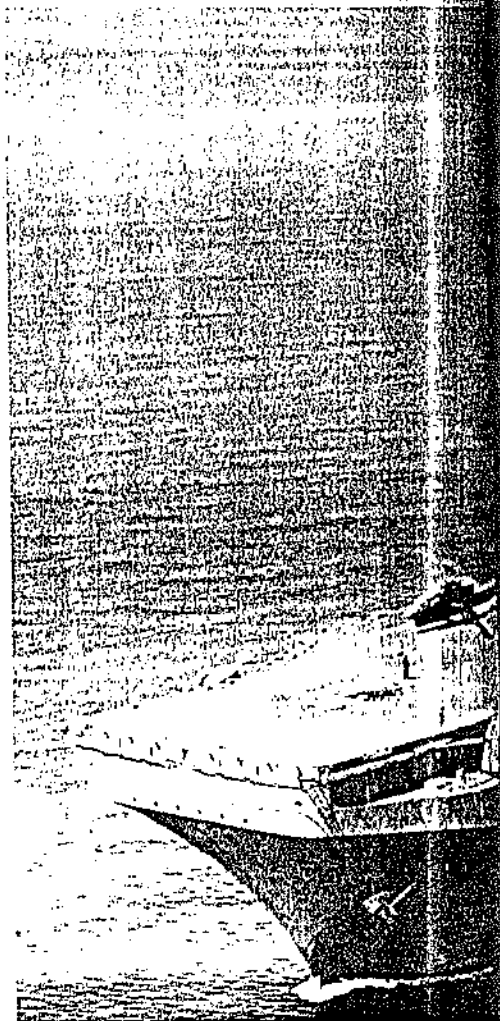
# One CO's Perspective

CAPT James C. Hayes, CO, USS *Bellevue Wood* (LHA 3), began his career as a BM, converted to ET in 1949, converted to GS (guided missileman) in 1951, and as a GS1 applying through the "seaman to admiral" program was commissioned an ensign in 1954. From his vantage as captain of a ship which has five LDO's and eight CWO's in the wardroom, plus his 38 years of Navy experience, CAPT Hayes shares his perspective:

LDO and CWO roles—"I see the chief warrant officers as providing the highly technical skills that we need in the Navy. I see the LDO—while he's highly technical—moving a lot more into the management area than the CWO does. And there's certainly the technical expertise background for all the varied fields we have in the Navy. I have many of each in *Bellevue Wood* and I couldn't operate *Bellevue Wood* without the CWO's and LDO's. They're



▲ CAPT James C. Hayes, CO, USS Belleau Wood (LHA 3), is a former petty officer who became an ensign at age 28. He says, "I couldn't operate Belleau Wood without the CWO's and LDO's." CO#2 8 JUL 80 - 24 APR 82



the people who provide the very technical expertise that we need for sophisticated equipment aboard ship."

**SWO qualifications**—"I think certain of them should be SWO qualified. In the boatswain and ship's control field and the operations/seamanship/ordnance field they should certainly be surface warfare qualified and I think any of them who are interested in continuing a 30-year career in the Navy will, of their own initiative, attempt to become surface warfare qualified. The only ones I would probably exempt that I have billets for in Belleau Wood would be in the supply corps and aviation department."

**SWOS basic**—"I think it would be very good for a young chief warrant officer to go through surface warfare officer school if he's in the area where he would be used in that type of role. And the same thing for LDO's."

**Department head school**—"I'd say that LDO's should go to department head school because all LDO's have potential for becoming department heads."

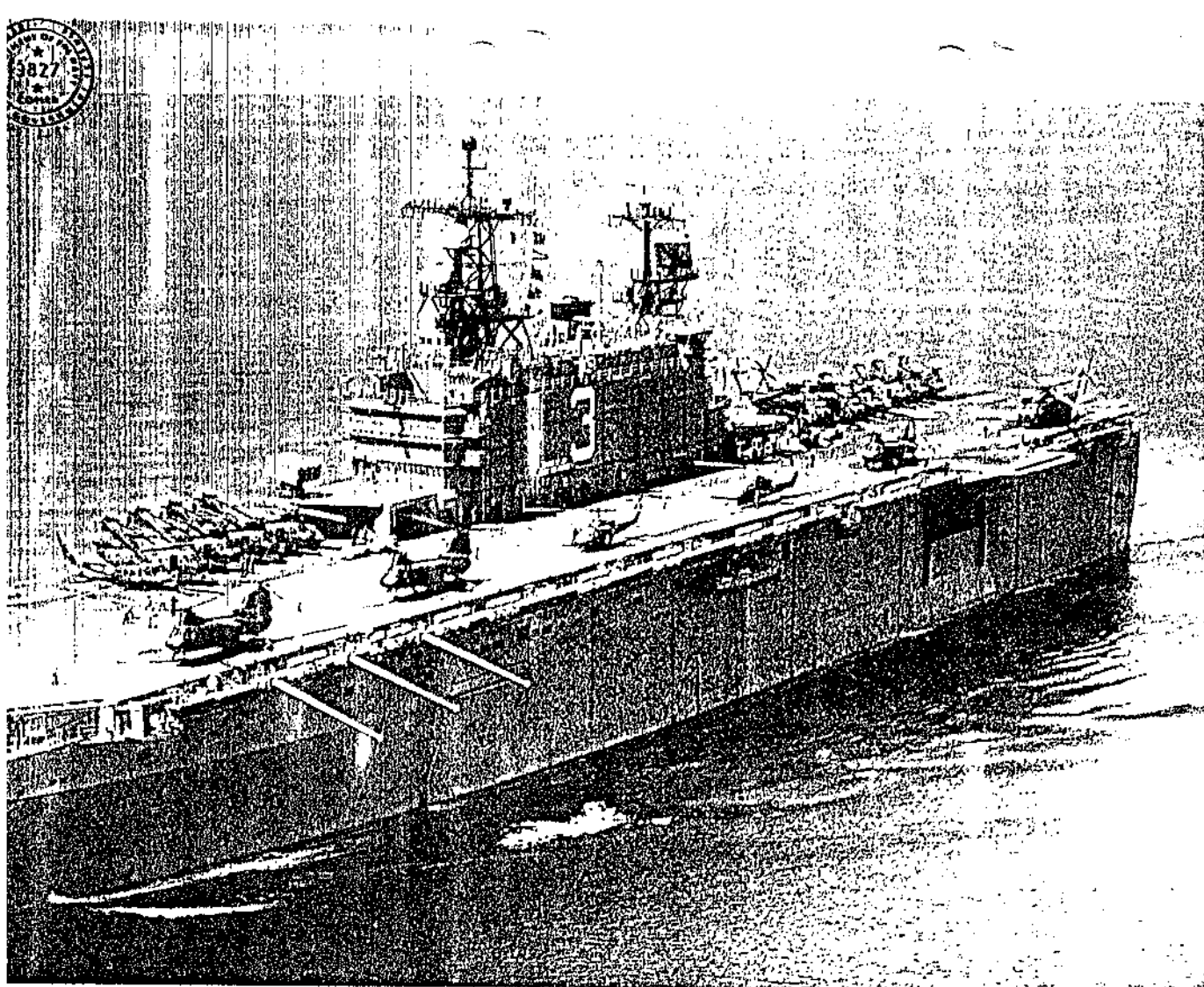
**Chief warrant officers as junior officers**—"They are not junior officers. They are junior to the junior officers in the precedence but, no, I don't consider them junior officers. Let me qualify that a bit. When they first become chief warrant officers, they are junior officers in certain respects but certainly in the technical aspects of their rate they are not junior officers."

**CWO berthing**—"I remember when I went aboard ship as a 28-year-old ensign. I wasn't quite up to some of the capers I saw in junior officers' bunkrooms. In Belleau Wood, while I have no chief warrant officer berthing as such, my warrants live in two-man rooms just like my lieutenant commanders do. They all live in one area and they have their chief warrant officers country."

**CWO messing**—"I think they should subsist in the wardroom. I think it's very valuable training for them because a CWO has a lot to learn from those junior officer with their often superior education and the junior officers have a hell of a lot to learn from the CWO's."

**Joining the wardroom**—"I would say that the most important thing for a CWO and an LDO to recognize when he moves into the wardroom and starts associating with junior officers is while some of those junior officers are almost young enough to be his children, he has a lot to learn from those junior officers but at the same time he has a lot to teach them. It's kind of an awkward position to be both the student and the teacher but if he can adapt to that role, not only will he profit by it but his command will profit by it. My recommendation to the CWO would be—neither talk down to these young officers because they're so young; nor fail to appreciate how much he has to offer them from his own experience."

**LDO and CWO contributions**—"There's a lot he can



contribute due to his maturity and his technical expertise. If he's an LDO in a small ship with a lot of ensigns, he's going to be the big sea daddy to all those ensigns."

**Common Identity.**—Until five or 10 years ago I had never seen—and I've been in the Navy 38 years—a warrant officer or an LDO that I didn't consider a top-notch performer in his field but I'm starting to get the feeling that now I do see some less than 4.0 performers around. I'm not sure whether my perspective has broadened or maybe we are not using the same high selection criteria we did in the past. What I'm saying is that I see some CWO's and LDO's now—and it's still a small percentage—who give the whole community a bad name. I'd never seen that until five or 10 years ago."

**WFO's perceptions.**—An unrestricted line officer who is a junior officer should perceive a chief warrant officer or an LDO as a sea daddy and a fount of technical knowledge. When I talk about a sea daddy, I'm talking about areas of how to be a sailor, how to live like a sailor, how to conduct yourself as a man-of-war's man."

**Qualifying for LDO and CWO selection.**—"I'd offer the same suggestion that I offer to all my 'T' division and my petty officer academy people aboard the ship—opportunity in the Navy is unlimited, based strictly on your willingness to work hard and your willingness to study hard. It doesn't take a blooming genius to be a good

naval officer or a good sailor but it does take someone who is not afraid of hard work and who is not afraid of cracking the books. With that, everything else falls in line. I would add one other thing—any task you have to do or any responsibility you have to execute, when you finish it, you should be able to tell yourself, 'I've done that to the best of my ability.' If you do those things, you can go right on up the line in the Navy."

**Summing up.**—"I would like to see a change to allow LDO's to advance beyond commander because I see one in a thousand that I think could be of really outstanding service to the Navy at the O6 level as an LDO and I think we need some of them, but right now as I understand it he's limited by law to commander. I'm very happy with the CWO's and LDO's I have aboard ship. I wouldn't trade any of them."



# The New LDO and CWO Programs.

By JOCM Bill Green

- ...who they are
- ...what they do
- ...what they say
- ...where they go

**D**ue to many recent changes in the LDO and CWO programs, increased efforts are being made to inform virtually everyone in the Navy—from petty officers to flag officers—about the nature and trend of those changes. Extensive information appeared in the previous issue of *Surface Warfare Magazine* and this article completes a report on the topic.

Prospective CO's, XO's and department heads attend-

ing classes at SWOSCOLCOM, Newport, get a thorough briefing from LCDR James F. Parks, OPNAV LDO/CWO Community Manager. He explains, "Some of our CO's, XO's, and department heads have never worked with LDO's and CWO's so they are not fully aware of their abilities and status, and aren't prepared to advise them about their careers.

"What are LDO's and CWO's?" he asks rhetorically.



**T**he limited duty officer (LDO) and chief warrant officer (CWO) categories are separate programs which serve the Navy's requirements for officer technical managers and officer technical specialists, respectively. Both programs provide the opportunity for outstanding senior enlisted men and women to compete for commissioned officer status without need for a college degree.

"The LDO category was established under the Officer Personnel Act of 1947 to provide a path of advancement... for outstanding enlisted (E6-8) and CWO's for performance of duty limited to broad technical fields associated with their previous rating groups or warrant designators. The LDO program provides the Navy with officers who perform in progressive technical management positions requiring a technical background not attainable by normal development of other officers.

"The CWO, who has historically been the natural extension of the senior enlisted career path, provides the Navy with a vital and invaluable form of leadership. CWO's are officer technical specialists, qualified by performance and experience, who possess the expertise and authority to direct the most difficult and exacting technical operations in a given occupational area. The CWO has provided this technical expertise since our beginning as a naval force over 200 years ago. By appointing CWO's only from the CPO grades (E7-9), the maturity and technical expertise required of these officers is ensured.

"Competition in both of these programs has been and will continue to be particularly keen. In FY 82, 26% of the CWO's applying for LDO (LTJG) were selected; 9% of the LDO ensign applicants were selected and 27% of the CWO applicants were selected." (NAVMILPERSCOMNOTE 1120)

average CWO was a 36-year-old E7 with 17 years in the Navy."

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Editor's Note: As stated in this issue, the average LDO-selectee is an E7 with 12 years service. The previous issue incorrectly stated "...an E7 with 16½ years service."

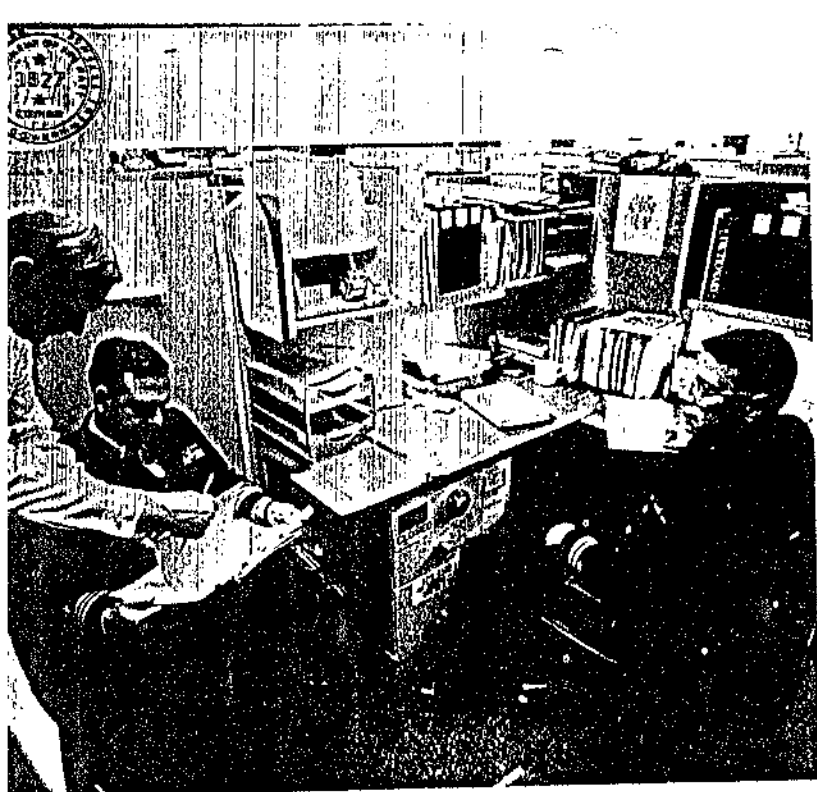
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He tells his audience how much technical expertise they can expect from LDO's and CWO's. He explains how LDO and CWO functional roles differ—that the CWO takes a sequence of challenging billets at essentially the same level of responsibility while the LDO accepts broader and higher levels of responsibility with each promotion. He reviews the retirement provisions which allow the CWO with 20 years total service who has completed the initial three-year CWO obligation to retire as a CWO, while the LDO who accepts the permanent grade of LT needs 10 years of commissioned service to voluntarily retire as an officer.

The LDO and CWO communities are some 3600 and 3050 strong, respectively. In conjunction with the 15 battle group Navy, both communities are expected to in-

"Where do they come from? What should you (CO's, XO's, and DH's) expect of them? What are their expectations?"

Providing answers for those questions, LCDR Parks briefs the PCO, PXO and DH classes on the in-service procurement plan for selected LDO's and CWO's. "The average LDO we selected this year," he informs them, "was a 32-year-old E7 with 12 years in the Navy. The



◀ CAPT John Disher (commodore-select), Deputy Director, Military Personnel Policy Division (OP-13B), discusses LDO and CWO promotion percentages and flow points (points in time when an officer flows into the zone for promotion) with LCDR James F. Parks, LDO/CWO Community Manager, and LT Fred Major, Assistant LDO/CWO Community Manager. Photo by JOC W.D. Christensen, Jr.

crease during the next five years. The 1981 board selected 416 CWO2's, 34 CWO3's, 290 LDO ENS's, and advanced 100 CWO's to LDO/LTJG. It is expected that approximately the same numbers will be selected each year for the next several years.

Billet reviews of all the LDO and CWO designators commenced in January. They will be completed by August. The objectives are to:

- Develop an LDO billet structure through CDR that provides a specific career path and progression.
- Develop a CWO billet structure that provides a consistent pattern of employment as technicians.
- Develop viable sea/shore rotation.
- Eliminate "layering" between senior enlisted, civilians, and LDO's and CWO's, i.e., weed out redundant levels of technical expertise, experience, and leadership in organizational billet structures.
- Establish LDO and CWO billets that require an appropriate level of skill, authority and responsibility. Eliminate those which do not.
- Establish similar billet assignments at activities with similar missions, in conjunction with SHORSTAMPS validation.

For instance, in reviewing the 612X (operations LDO) and 712X (operations CWO) billets, 54 1110 (surface warfare) billets for unrestricted line officers (URL) at sea were converted to LDO and CWO billets in CIC/NTDS, thus utilizing these LDO's and CWO's at sea in their area of expertise.

Another example being addressed by the billet review is the disproportionate 83% of 713X (engineering CWO) billets that are at sea. The objective is to reduce that sea-shore imbalance.

"A survey of LDO's and CWO's," says LCDR Parks, "made the point that their career satisfaction is a leading concern. An individual with 20 years in the Navy doesn't stay on just for the pay. He stays because he likes it and that means liking what he is doing every day, if that's possible. That is one of the reasons why we are doing

these billet reviews—to ensure that an LDO or CWO may have the opportunity for assignment to a billet in each pay grade that is commensurate with his rank and designator.

"We have an ideal rank structure for LDO's—a pyramid of appropriate numbers of ENS billets, LTJG billets, and so on through CDR—by percentages. (To assist CNO, the Chief of Naval Personnel, and the Chief of Naval Material in executing their responsibilities with regard to officer manpower and personnel, officer designator advisors are designated from among the deputy chiefs of naval operations, chiefs of bureaus, and commanders of systems commands. An advisor is assigned for each billet and personnel designator specialty category.) Each designator advisor uses this ideal rank structure as a model to build and develop their communities. The result will be a career progression chart for every designator which will enable us to show a newly commissioned LDO what type of billet he can expect at each rank both at sea and ashore."

Billet reviews will eliminate some—though not all—assignments of LDO's to CWO billets and CWO's to LDO billets. When, for example, an LDO ENS/LTJG/LT is not available for a billet, a W-2/3/4 with comparable experience and expertise may still be assigned, and vice versa. Deck ENS LDO's, for instance, were assigned to W-2/3/4 billets because the Navy had no deck ENS LDO billets (a deficiency soon to be corrected by the billet review).

"The basic idea," LCDR Parks affirms, "is to have LDO's in LDO billets and CWO's in CWO billets but the billet reviews will not completely eliminate interchangeable assignments. There will be exceptions when nobody else is available and individual qualifications make it necessary."

Feedback from a recent LDO/CWO survey has suggested some new initiatives and supported others already under consideration. For example, selected LDO's will be authorized to attend the Armed Forces Staff College and the Command and Staff Course at the Naval War College. "We're discussing further actions," says LCDR Parks, "to expand and beef up the curriculum at the LDO/CWO Indoctrination School in Pensacola. Commencing this year, for instance, we're going to add a two-week LMET course which will be taught by LDO's and CWO's.

"We plan to do a couple of things in the area of bridge watches and SWO qualification. First, we intend to get the basic question answered: 'Should LDO's and CWO's become SWO-qualified?' OP-39 (Surface Warfare Manpower and Training Requirements Division) will develop the criteria for such a requirement with inputs from the type commanders. If the answer is yes—which may be yes for some designators but not for others—then we will take steps to get them into SWOS basic, perhaps for a condensed course. En route to their first assignment



newly commissioned LDO's and CWO's would go to indoctrination school and then some would go on to basic SWOS and any other required technical training.

The Navy has six women LDO's plus four FY 82 selectees (three enlisted to ENS, one CWO to LTJG) plus one LDO aviator trainee who has yet to be commissioned. Women were not eligible for the LDO program until 1980 (FY 81 selection board) because the law stated that candidates would be male, according to a Judge Advocate General opinion in the early 1960's. The opinion was reversed in 1980 and 63 women applied (650 were eligible); seven were selected. Sixty women applied in 1981 (1318 were eligible); four were selected.

Women have been eligible for the CWO program since the early 1940's. The first woman CWO was commissioned in 1943. The number in the Navy now is 17 plus one FY 82 selectee yet to be commissioned. Of 193

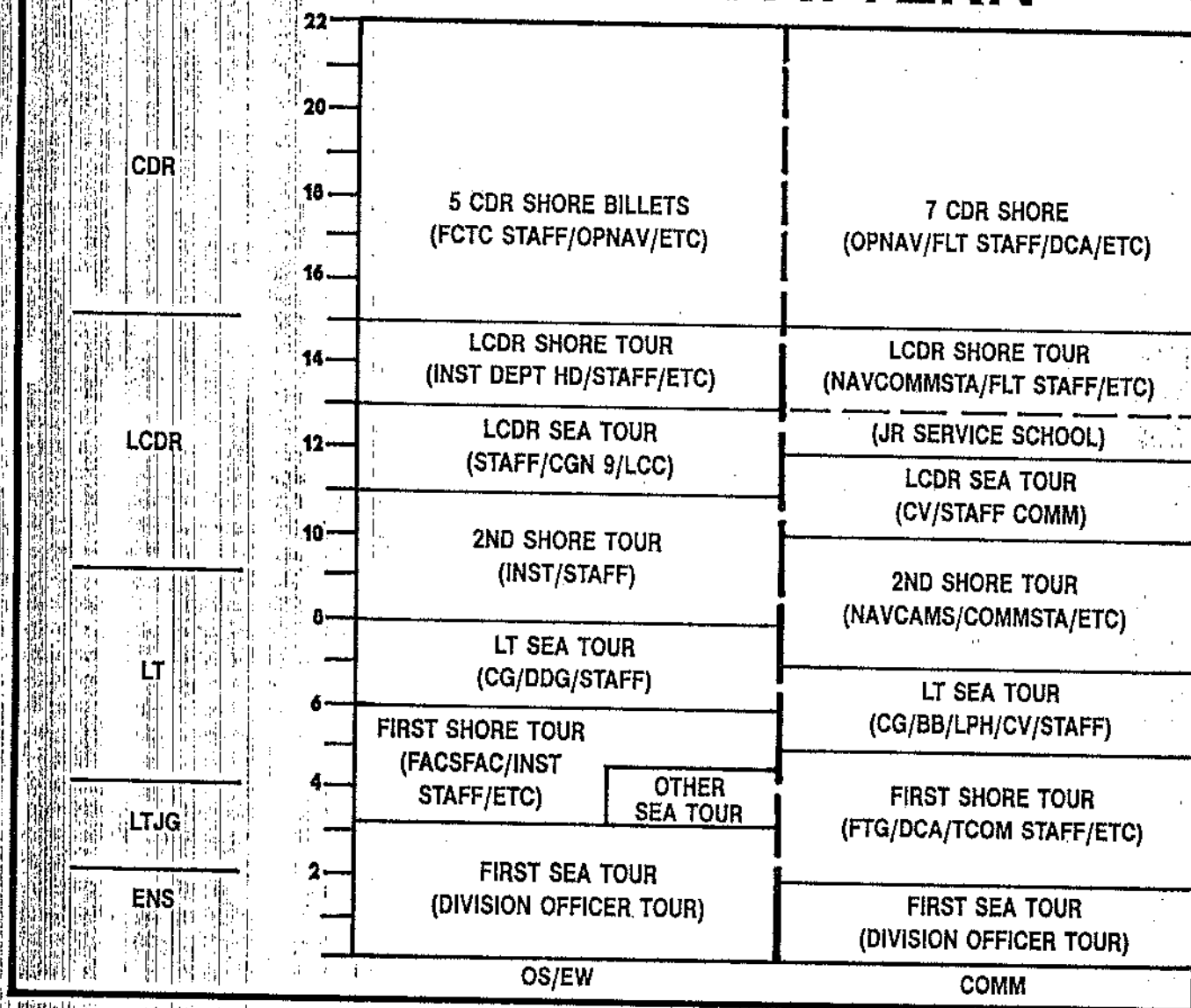
women E7/8/9's eligible for FY 82 selection, five applied.

Women compete for LDO and CWO on an equal basis with men and for the past two years they have been selected in about the same percentages that men have. LCDR Parks says that the Navy would like to receive more applications from women, "The records of E5/6/7 women I've seen on my field trips look very competitive. Outstanding records! I'm surprised that we didn't receive more applications from the eligible women."

Although some LDO's and CWO's elect to retire as soon as they are eligible, others want to continue serving as long as they can. "CWO continuation," says LCDR Parks, "is based on the needs of the Navy and the individuals may serve until age 62 with their consent. For instance, there's a W-4 boatswain in San Diego who has 38 years in the Navy.

"LDO's and CWO's continued beyond 30 years total

## 612X CAREER PATTERN



service (officer and enlisted) have to maintain sea-shore rotation; they can't have a 10-year twilight tour. So, if they keep sea-shore rotation and a good record, are needed to fill designator requirements, and want to stay on, CWO's can serve until age 62. Permanent LDO LCDR's can stay for 24 years commissioned service and permanent LDO CDR's can stay for 28 or age 62, whichever is earlier, subject to the needs of the Navy."

While roles, responsibilities, and even expertise of LDO's and CWO's can be categorized in general terms, their individual endeavors and experiences may be re-

markably different. Some examples of LDO and CWO challenges, professionalism and individuality shine through the following excerpts from interviews with a boatswain and an ordnance LDO aboard a battleship, an electronics technician at a Navy telecommunications command, a ship's clerk and an ordnance LDO in cruisers, an engineering technician in an aircraft carrier, an engineering LDO in a replenishment oiler, a repair technician in a destroyer tender, and an operations technician aboard an LPD.

## ...what they say



◀ CWO2 Gary G. Boley and COMCARGRU FOUR C M/C Tom Stanley review the progress of the ship's No. 1 main machinery room work center as USS John F. Kennedy (CV 67) prepares for an operational propulsion plant examination. Photo by PH2 C.W. Agel II.

CWO3 Gary G. Boley  
Main Engines Material Officer  
USS John F. Kennedy (CV 67)

"My present duties deal with material aspects that include four main machinery rooms plus one large auxiliary room and a tremendous amount of auxiliary equipment. Most of my responsibilities are for 3-M, material condition of the machinery spaces, preservation and cleanliness. I stand engineering officer of the watch underway and duty engineering officer in port.

"My department head has relied on me for technical expertise. There are three chief warrant officers in the engineering department and all three have been called upon numerous times on a daily basis for technical expertise either for a recommendation or, in most cases, an answer to a question.

"As a newly commissioned CWO2 (former MMC) in 1978 I went aboard USS Caloosahatchie (AO 98) and served 38 months as the main propulsion assistant and the division officer of "B" and "M" divisions. A tremendous

amount of admin work was included in both the material aspects and the division officer duties. I stood engineering officer of the watch at sea while alongside large ships and quarterdeck watches in port.

"I was called on constantly concerning both technical and operational questions about the engineering plant by the department head, XO and CO. I had almost everyday contact with the CO and I always had day-to-day contact with the XO and department head. Junior officers frequently asked me for advice and help, sometimes on technical questions outside of engineering. *Caloosahatchie* has quite a bit of STREAM equipment on the outside deck and I was called upon for assistance with it and also on gun mounts—things outside my area of expertise but mechanical in nature.

"Although my primary duties were very demanding in time and scope, I had some collateral duties. The largest one was being the ship's drug and alcohol program advisor (DAPA). As a CPO I had gone through drug counseling school and I had taken the DAPA course and the alcohol treatment specialist course—over 20 weeks of classroom training in that area. So I offered my services in that field to the CO and XO when I went aboard *Caloosahatchie*. They were used at various times, especially on deployments, where no counseling assistance centers were close by. If there were problems of drug and alcohol abuse and any questions as to what the procedures were in a particular case, I was called upon by the CO and XO to answer those questions and give them my recommendations.

"I've worked in the field of drug and alcohol abuse for the last nine years and I think the first thing a command has to do is set strict guidelines. Next, disciplinary action is of primary importance to combat abuse. The third priority is education and the fourth is rehabilitation. I've seen the results of going straight to rehabilitation and by-passing strict guidelines, disciplinary action and education. It hasn't worked."

CWO3 Boley requested duty at a NASAP (Navy Alco-



hol Safety Action Program) unit but was denied the assignment because the Navy has a shortage of engineering technicians. He was disappointed but realizes that the Navy has a critical need for his technical expertise in engineering.

He advises people considering the LDO and CWO programs, "If you are looking for more responsibility and more demanding duty, this is the way to go. I never found anywhere near the professional satisfaction as a CPO or first class that I have found as a chief warrant officer. Ask yourself, 'Do I want more career opportunities and responsibilities?' If the answer is yes, ask, 'Have I done the best I could as a chief petty officer?' If the answer is yes, don't hesitate to apply for the program.



CWO4 Susan A. Chandler  
AUTOSEVOCOMMTECHEVAL Team Officer  
NTCC, Hampton Roads, Va.

Chief Warrant Officer Chandler was an ETC-selectee when she was appointed to W-1 rank in June 1970. (The Navy no longer appoints W-1's. All enlisted selectees are appointed as CWO2 or CWO3.) She says she applied because, "As a senior petty officer I would be doing more administrative work than direct preventive maintenance. Therefore, I wanted more responsibility. I wanted to plan and to have some say about how work was accomplished and the way in which we work. A warrant appointment offered that opportunity.

"I was somewhat reluctant to apply for the warrant program because I felt a little uncomfortable about the possible social requirements and situations I would run into. I still can't say that I'm really a party-goer but I have certainly found that I'm able to attend social functions and feel relatively at ease."

At the time that she was applying, there was some confusion about the eligibility of women for some warrant officer categories. "Quite a few people," she recounts, "did not believe I was eligible for the electronics designator but after reading the law I said, 'Well, why

not?' There were certainly no restrictions or 'male only' wording under that law.

"For several years," she says, "I felt that not as many women as were eligible had been encouraged to apply for warrant officer and LDO, perhaps because not enough women were around to give them encouragement. The male counterparts really did not know that we were eligible for some of the programs. I think that problem is being eliminated as more women apply and are selected.

"I am very encouraged," she adds, "by the increasing participation of women in the LDO and CWO programs. I'd like to see more of them."

She considered applying for LDO when that program was opened to women in 1980 but believed that she would lose more than \$300 a month without a save pay provision, which she understood was not available to women. Subsequent inquiries have determined that the save pay clause does apply to women as well as men and

◀ CWO4 Susan A. Chandler, seen here troubleshooting equipment at the Naval Telecommunications Center, Hampton Roads, Va., now serves as electronic maintenance officer aboard USS Ajax (AR 6).

## Saved Pay

Some candidates for LDO and CWO may earn more in total pay and allowances (including sea pay and proficiency pay) than the grade for which they are applying, raising the question of whether they would be accepting more responsibility for less compensation. Not to worry. Never happen.

Provisions of the "saved pay" law state that an enlisted member who accepts a permanent or temporary appointment as an officer in a regular or reserve component of the uniformed services or a CWO accepting a temporary appointment as an LDO will, following appointment, be paid the greater of:

- The pay and allowances to which entitled as an enlisted or CWO immediately prior to appointment, or
- The pay and allowances to which the member thereafter becomes entitled as an officer.

CWO4 Chandler is eligible to apply for LDO LTJG without incurring a loss in pay.

She has extensive experience in computer centers, NTDS, and communications installations. In her present assignment as an AUTOSEVOCOMM (automatic secure voice communication) technical evaluation team leader at the Naval Telecommunications Center, Hampton Roads,

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COPPER

Va., she advises numerous commands along the east coast concerning specific problems in AUTOSEVOCOMM installations.

She says that her next assignment will be a ship or an isolated overseas area, "I am tentatively slated for an EMO (electronics material officer) billet in a repair ship. I would particularly enjoy the EMO billet in an oceanographic research vessel but two women officers have to report aboard at the same time and the detailers have trouble coming up with an 1100 (line officer)." CWO4 Chandler regards sea duty as an opportunity for SWO qualification, "I would certainly make every effort to qualify."

Whatever assignment she gets, her sights are set on several more years of service, "I am not at all reluctant to serve 30 years. The only consideration that might make me put in papers prior to 30 is the extension of the GI Bill. I would like to be able to use at least two years of my GI Bill as a full-time student."

Editor's Note: CWO4 Chandler subsequently departed (in June) for duty as electronic maintenance officer aboard USS Ajax (AR 6).



LTJG Arthur R. Cook  
System Test Officer  
Ticonderoga (CG 47)

"I assist the department heads and the commanding officer in the evaluation of the status of the systems in the ship. I'm in Aegis now and I figure I'll be locked into Aegis for the foreseeable future. I'll have three years aboard this ship after it is commissioned and then I'll probably go back to the CSEDS (Aegis Combat System Engineering Development Site) in New Jersey or I'll go to some other site in a training type billet. I could also wind up on a staff somewhere but I think I'm more likely to be training technicians."

LTJG Cook is an LDO, 616X ordnance specialist. He says that among the considerations that motivated him to apply for a commission, "I was planning to stay in the

▲ Aboard Ticonderoga (CG 47), LTJG Arthur R. Cook, system test officer, confers with the ship's electrical officer, CWO2 Kenneth W. Darnell. (Former GSCS Darnell was one of several USS Merrill (DD 976) LCPO's interviewed for an earlier article, "The Successful Division", in the July 1981 issue of Surface Warfare.)

service 30 years and I wanted to progress up the ranks. I wanted more responsibility, more pay, and more opportunity to make changes or influence changes in the Navy."

Becoming an LDO had been his goal for some six years, prompted by recommendations in his performance evaluations. "It started showing up in my evaluations right after I made first class," he recounts. "I really had no specific interest in it at the time but I looked up the program, found out what was needed, and started doing things toward that route. In other words, I didn't want to close any doors."

"I didn't turn down any collateral duties. I made an effort to take college courses. I involved myself in the administrative level of the division and the department to learn what was going on, and it showed up in my evaluations that I was a hot runner—a pusher to get things done. I began to take correspondence courses, quite a few of them. Basically, I think you need to show that you're not waiting for things to happen; you're doing something to get them done."

Former FTC Cook was commissioned as an LDO ENS in April 1979 and assigned to USS Chicago (CG 11), serving first as SIXTH division officer and then as system test officer. He was 35 years old.

"The first three or four months aboard Chicago," he says, "everybody who saw me thought I was a typical ensign. I just had to educate them that I was an LDO who had much more than an ensign's background. I had to prove myself again—basically prove that I knew what I was talking about."

In Chicago he began working on his SWO qualifications and intends to complete them as soon as he can because, he says, "I want to learn it. I've been in weapons for so long that I don't know enough about the other areas of the ship to even discuss them with authority. It's for my own education."

Looking back over his three years as an LDO, LTJG Cook concludes, "I think it's a real good program for someone who is interested in staying in the service. It leads you into areas that you'd never get into as a chief. You're talking to different people. You get a wider knowledge of what's going on in the ship and in the Navy. It's just a real good way to go; at least it is for me."

CWO3 Charles F. Schaefer

Officer in Charge

Brig, Naval Station, Long Beach, Calif.

In April 1977, 34-year-old HTCM Charles F. Schaefer put on the gold braid of a chief warrant officer (W-2) and left his enlisted billet in the precom crew of Dwight D. Eisenhower (CVN 69) to become the fire marshal and repair material officer of USS Constellation (CV 64). In September 1979 he transferred to the precom unit of Yellowstone (AD 41) for duty as damage control assistant and "R" division officer. Now on shore duty, he is the officer in charge of the brig at the naval station in Long Beach, Calif.

"To go from E9 to W-2 when I did," says CWO3 Schaefer, "was almost a disaster as far as money went but now

E9's go directly to W-3. I applied at that time because I had 15 years in the Navy when I made E9 and was looking at perhaps another 15 years with no further advancement. So I took it for the promotion opportunities."

The Navy invoked the "save pay" provision for him because E9 pay and allowances exceeded W-2 pay and allowances. "When I made W-3," he says, "I thought I'd be making more money than I would have as an E9 but they gave us the variable housing allowance and it was double for E9 what it was for W-3. I'm going to have to make W-4 to feel that I've received a pay raise."

Although he readily adjusted to the technical, administrative, and social aspects of chief warrant officer status, the combined weight of his duties as technical advisor, division officer, and watchstander is, in his estimation, "very tough." Coming from an engineering rating, for example, he had much to learn in qualifying for bridge watches. He also acknowledges, "I enjoy going up there but I was totally lost and confused for the first month because I lacked experience."

In general, he believes that CWO's individually can take a hand in developing their command's concept of CWO duties and functions. "In some cases," he explains, "W-2's are thought of as junior officers—as young officers. Maybe they're junior in rank but they are not young in years or experience."

"The URL division officers," he points out, "move up to department head status with four years in the Navy but the CWO is a division officer no matter how long he is in the Navy. That's the one complaint I have about the program."

"To some extent, the individual CWO will probably get what he goes out and takes. If he is satisfied with being a division officer and a junior officer, that's exactly what the command will let him be. If he wants to improve his status, he has to apply his technical expertise and professional experience in ways that the command can appreciate."

He concludes, "I think that when a person applies for the LDO or CWO programs, he ought to be able to talk to someone and get all the information about what he's getting into. I did not do that and I should have, although I would have applied anyway if I knew all that I do now. It's just that I would have been better prepared. I've said a few negative things but basically I'm happy with the program."

CWO3 Gene R. Lasater  
Administrative Officer  
USS Long Beach (CGN 9)

"I've gone through 13 pay grades," CWO3 Lasater says humorously, "if I had started as an ensign and done that, I might be CNO today." Actually, he started in 1964 in YN "A" school to acquire the knowledge and skills which prepared him in 1979, at the age of 38, to become a ship's clerk (W-2). "I applied," he recalls, "because I felt that I was capable of achieving greater things than I was allowed to do as a chief petty officer. I was looking for more responsibility and that motivated me to request promotion."



▲ CWO3 Charles F. Schaefer, damage control assistant, USS Yellowstone (AD 41), briefs CDR Laurence J. Gionet, the ship's executive officer, during an emergency drill.

▼ CWO3 Gene R. Lasater and LI2 Michael J. Nieves check a malfunction in the ship's printing press aboard USS Long Beach (CGN 9).



"Once you become an officer—either an LDO or CWO," he emphasizes, "you have to adjust mentally and this is where some people fail. They think they're still super chiefs but the Navy has told them to differentiate. 'You are now an officer.' Another adjustment is that you no longer have the camaraderie you had before with the chief petty officers—sometimes by your own choice and sometimes by their choice. *You are now an officer.*"

"As a chief, when I was asked a question about my work I answered with a yes or no and followed up with whatever information was requested. Now as a chief warrant officer and a department head, I have to stop and think about the ramifications of my answer. Mentally adjusting to the broader aspects was hard to do at first."

"Of all the services, the chief warrant officer program in the U.S. Navy is unique in taking an individual and keeping him at work within his technical field but also giving him the respect and privileges due a commis-

sioned officer. The Air Force has no warrant officers. The Army makes super sergeants out of them. There are so few Marine warrant officers that I have not had an opportunity to talk to them—I don't know what they do.

"I certainly know that in my experience the Navy chief warrant officer is a truly respected individual. More people—particularly E8's and 9's—should take a closer look at the CWO program. With this direct promotion to W-3 for E9's, it's an opportunity for them to improve themselves appreciably for their retirement years. Many E9's may say, 'That's not for me,' and 'I really don't believe it,' but look at the figures. It really does work out and it's a program that offers a lot of opportunity with a pretty good selection rate right now.

"I think the chief warrant officer program is more for the person who has been a chief petty officer for a couple of years and doesn't want to become an ensign. For the younger individuals—the E6's—the LDO program is the only way to go. It provides a lot of upward mobility along with a lot of challenges. An LDO candidate can become whatever he wants to be.

"It's a matter of buckling down, availing himself of the opportunities that are presented and taking advantages of the Navy's ability to let him go to school while he's in the service. Not only does it enhance his professional abilities and his potential for upward mobility but it will prepare him for the day he is going to retire. And all it will cost him is some off-duty hours in the evening."

LTJG William G. Dixon  
Main Propulsion Assistant  
USS Wabash (AOR 5)

"This ship is over 600 feet long and manned by 343 people—not many more than the average destroyer has—so taking care of this much equipment with that number of people is challenging but, with the exception of my MPA billet, it typically presents opportunities to develop more diversified knowledge. For example, when I was the liquid cargo officer I also had the 'A' gang (auxiliaries) with combined responsibilities in hydraulics, air conditioning, and the testing and receiving of fuel.

"So the scope of our duties can be larger than those we might have in a smaller ship. There are more equipments to maintain and it's more demanding but you also have more opportunities to prove yourself and develop your experience level."

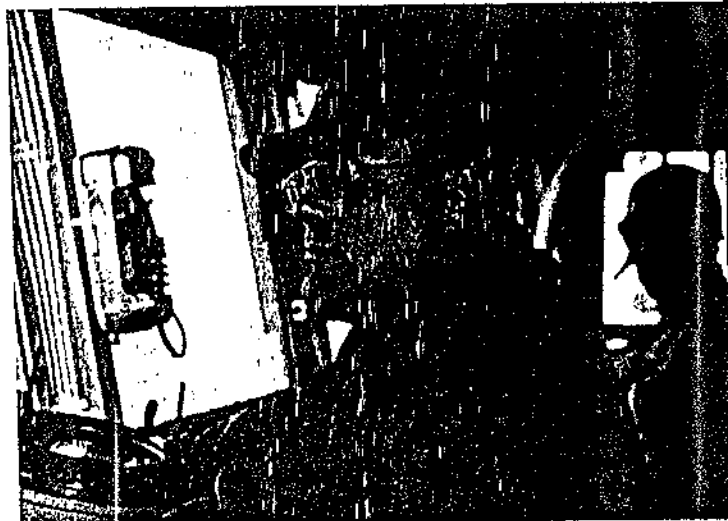
LTJG Dixon is a former CPO (MMC) and former CWO, 35 years old, with over 17 years service. He became a CWO in 1979 to obtain broader opportunities and more challenging assignments. Two years later, he went from CWO3 to LDO LTJG for further advancement—the prospects of future assignment as an engineer officer (department head) and perhaps eventually a tour of duty as CO of a small ship—career goals far beyond the scope of his former enlisted status.

A prerequisite for command qualification is SWO qualification and LTJG Dixon is working on the PQS. "During our last deployment," he recounts, "I alternated a week of EOOW watches with a week of JOOD bridge watches for about four months. At the beginning I got a

couple of strange stares—an engineering officer trying to qualify on the bridge—but all of them went out of their way to help me. The command atmosphere about getting my surface warfare quals has been excellent."

Immediately after being commissioned, then-CWO2 Dixon reported to Wabash where he remained as a CWO3 and now as a LTJG. He was surprised to find that it was easier for him to accept his new relationship with fellow officers than to supervise CPO's. "The biggest problem I found in making CWO or LDO," he reflects, "was adjusting to the fact that I was no longer a chief and had to let my chiefs do their work *their way*. Having been a chief, I had my own way of dealing with people and doing things. As a new CWO I sometimes expected the chiefs to do their work the way I had as a chief. When that happened, I had to back up and take another look at the situation.

"I came aboard with a positive attitude," he adds. "When I was given an assignment, I dug up the references on my own and did it. I think my CWO and LDO experience has increased my personal as well as professional development. The opportunities I've had were well worth the personal sacrifices I put into them. I've enjoyed the increased responsibilities and the satisfaction that comes from accomplishing my duties."



CWO2 Roy E. Brinkley  
CIC Officer  
USS Cleveland (LPD 7)

In the 1980 Pacific Fleet Junior Officer Shiphandling Competition, CWO2 Brinkley in USS Cleveland (LPD 7) won the PHIBRON THREE award. "I felt super about that," he says. "I've found a new challenge and that is (ship) driving—being officer of the deck or junior officer of the deck in all environments. It's working out really well. An LDO and I are JOOD and OOD for sea detail, one alfas, general quarters, whatever.

"When I was a chief and a senior chief aboard a car-

▲ Winner of the PHIBRON THREE award in 1980 Pacific Fleet Junior Officer Shiphandling Competition, CWO2 Roy E. Brinkley finds particular satisfaction in demonstrating his proficiency as officer of the deck underway.



rier," he compares, "I was at the top of the watch list. I didn't have to stand underway watches but that can be very boring and life ceases to be a challenge. When I came aboard this ship, the captain asked when I was going to retire and I told him, 'When I feel that I am not productive or accomplishing what needs to be done, I'll retire. I like a challenge.'"

His zest for advancement and a more active role prompted the then-OSCS Brinkley to become a chief warrant officer in 1979 when he was 38 years old. "The first six months was a tremendous adjustment," he recalls. "Before, it was 'Senior Chief Brinkley, this' and 'Yes, Sir, Captain.' It's still 'Yes, Sir,' but now that I'm on a first name basis with other officers it frankly gives me an uneasy feeling—as though the military part had kind of dissolved."

"Also as a chief and a senior chief when I gave someone an answer, it was accepted as *the* answer. As a chief warrant officer, I find that my seniors have a tendency to question what I say, like they do with the junior officers, which creates problems. A CPO has his service record to prove that he has been a hard charger at other commands but when I came aboard here I had nothing to recommend me—only my personal history and chronological record of assignments—none of my schooling—none of my enlisted performance evaluations—which made it hard to convince anyone that I had qualifications."

"So, it was like I was starting at day one to prove myself to a lot of people that I could become a good warrant and I was already a damn good sailor."

However, he soon proved his competence and now performs duties as the ship's CIC officer, intelligence officer, electronic warfare officer, and OW division officer. Earlier he had headed the operations department for a year and had a two-month stint as communications officer. In addition to standing bridge watches underway, he is a CDO in port and is close to completing his SWO qualification.

"Go for it early and give it all you've got," he urges potential candidates for LDO and CWO, "but remember that you don't have to take it. A lot of us who are CWO's are trying to build a reputation for our community, so if you're not willing to put up and fight for it, don't come on board. On the other hand, if you enjoy the Navy and want to get into some challenging fields, the opportunity is here to become a chief warrant officer. I've probably had a more rewarding career in my last three years than most of my enlisted time because of the opportunities I had as a CWO to move up to new levels of operational duties."

**CWO3 Neil E. Moravec**  
Ship's Boatswain  
New Jersey (BB 62)

"I volunteered and was very fortunate to be picked up for the *New Jersey*. As ship's boatswain, I'm responsible for painting and preservation of all the areas topside and below decks, for maintaining the four decks of teak, for operating and maintaining the ship's boats, the anchors,

the anchor windlass, and the unrep stations.

"I am an assistant to the first lieutenant. I work directly for him and make sure our six deck divisions function smoothly. Of course, we've got the guns and our deck force will help to man the turrets. We will have at least seven ship's boats and I'll be the training officer for the coxswains."

CWO3 Moravec has seen a lot of sea duty including service as a PBR (river patrol boat) captain in Vietnam and as the ship's boatswain in USS *Oklahoma City* (CG 5). In 1976 he moved up from BMCS to CWO2. "I wanted to keep advancing," he says, "and I wanted to be a ship's boatswain. It meant more authority and responsibility. Responsibility—that was the big pull for me."

"As a chief warrant officer," he continues, "I'm more of a technical advisor than a manager so I don't plan to go up for LDO. I like being ship's boatswain and of course that's what I do whenever I go to sea. I completed 20 years service last September and I plan on going to at least 30 if everything goes well. It depends on the tours and the ships. I'd like to stay in this ship at least five years if they'll let me."

Sea-shore rotation is good, he says, "Three years sea and two years shore—a lot better than when I was a CPO." He has stood bridge watches but declares, "I prefer being on deck and working as a ship's boatswain. On unrep ships, for example, I almost have to stay on deck."

He feels that it is important to recognize potential CWO candidates early on. "As CWO's," he explains, "we can pick out the top performers to go up for LDO and CWO. We can help them set up a qualifying program and get them started on it. Usually, when I see a sharp first or second class, I'll say, 'You've got a good possibility of making either CWO or LDO. Start working now, perform your duties well, get your courses in, and the whole thing, so that when you apply, your record will speak for itself.'"

"It makes an individual think, 'Hey, he's interested in me and wants me to advance. He thinks I've got potential. I have to show him that I can do it.'"

Incidentally, his *New Jersey* shipmates are in high spirits. "It's a beautiful ship," affirms Ship's Boatswain Moravec, "and I'm really glad to be aboard. I'm looking forward to the time when we can start steaming and of course everybody else is too."

**LT William R. Van Sickle**  
Fire Control Gunner  
New Jersey (BB 62)

Last summer LT Van Sickle submitted the paperwork to request that his designator be changed from 6162 (ordnance LDO) to 1110 (URL surface warfare). "I withdrew it to get orders to *New Jersey*," he admits cheerfully. (He also terminated shore duty a couple of years early.) When I was aboard (USS *John S. McCain* in '68, I watched *New Jersey* operate and I was really impressed. I thought a battleship billet would be quite a challenge."

He ticks off his major responsibilities: "Coordinating alignment of the gun systems; alignment of the missile systems, any alignment; assisting the department head in

technical matters in fire control and optical systems; assisting in computing the I.V. (initial velocity of 16" projectiles), and general troubleshooting. I'm the departmental assistant for training and our department, counting the marine detachment, will have around 650 people."

Former FTC Van Sickle was commissioned as an LDO ensign in 1977. Among the motives he cites for applying were advancement, a desire to be a division officer, and new horizons in duty assignments. "I was pretty well limited to my NEC," he explains, "I'd been a Tartar (missile) fire controlman and at the time the only billets I could get were in DDG's."

Immediately after his commissioning, then-ENS Van Sickle attended 3-M and missile officer schools at Mare Island plus some administrative courses in San Diego. He served three years in USS *Halsey* (CG 23), first as system test officer and then as fire control officer. From *Halsey* he went to FTC Pearl Harbor for shore duty but terminated that tour for duty in *New Jersey*.

As an ensign his previously acquired technical expertise was readily recognized aboard *Halsey* but not elsewhere. He recalls, "During the real hard period—two years as an ensign—it was difficult to communicate with anyone outside the command. They couldn't appreciate my previous experience as a fire controlman and a chief. When I asked shipyard workers questions in the design area and the combat systems area, they didn't think I could handle the answers. It took a while to prove to them that I had background in those areas."

According to LT Van Sickle, LDO's (and CWO's) typically have a leavening effect that enhances the technical

skills and leadership of the junior officers in the wardroom. "As I see it," he says, "and as I was briefed when I decided to go for LDO, we broaden the experience level of the junior officers. In general, it is the LDO's role to help train the other junior officers. It's a lot easier to ask another junior officer a question than it is to ask your boss."

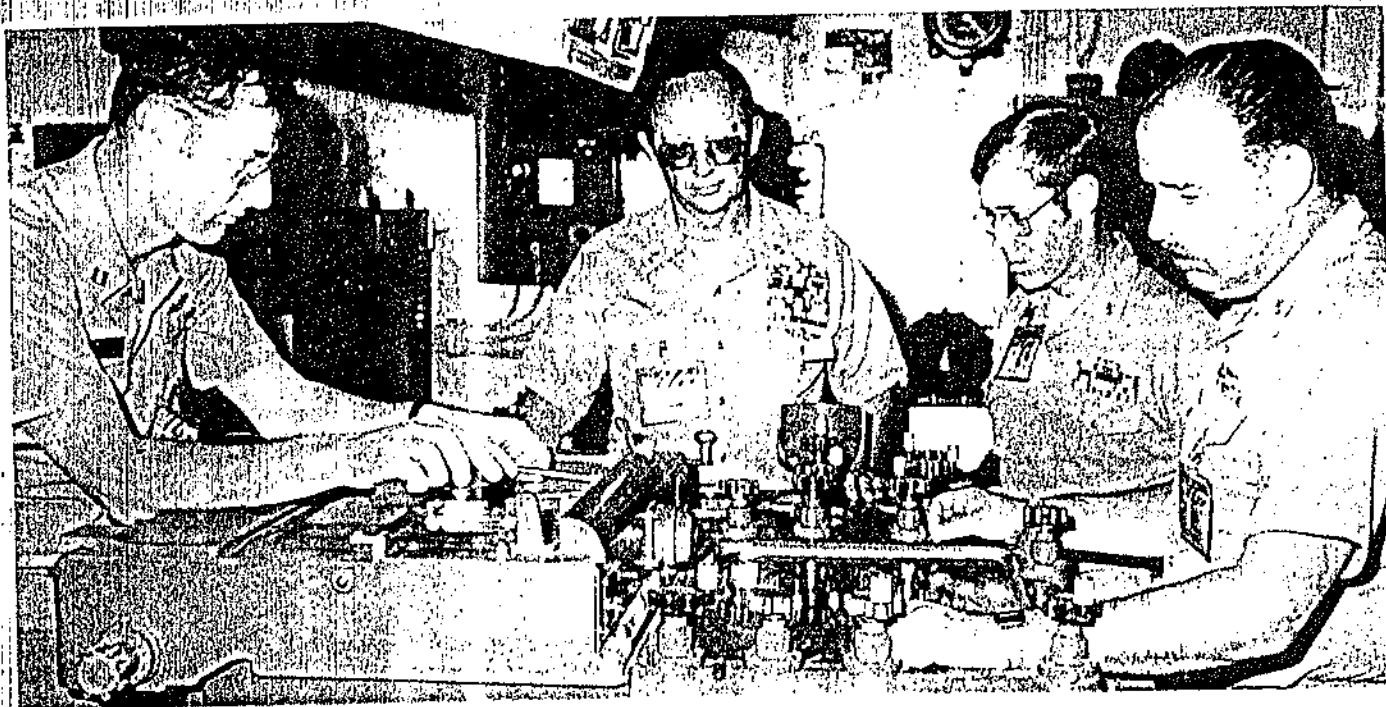
The lieutenant has completed his SWO quals and through off-duty education he has earned a master's degree in management. His next goal is to get a department head billet. "That's where I was going," he says, "until the battleship came up. It's something that will put the icing on the cake of my career but I couldn't pass up this (*New Jersey*) opportunity."

"Everybody has a different experience," he concludes. "I think the most satisfying thing I've had as an LDO is an outstanding division. I don't want to say they carried me but they understood what I wanted and they made me look real good. It was really great to be at officers' call when the XO would chew everybody's tail except mine because my division was doing good work. I really don't know whether that was because I had good chiefs and a good LPO or whether I was doing as good as I thought I was, but it was very satisfying to have a squared away division."

Questions about the LDO and CWO programs may be addressed to the Officer Community Manager for LDO's and CWO's, Office of the Chief of Naval Operations (OP-132E3), Navy Department, Washington, D.C., 20350. Telephone LCDR Jim Parks or LT Lew Kirk at autovon 224-5593/4 or commercial (202) 694-5593/4.

▼ LT William R. Van Sickle, fire control gunnery officer, *New Jersey* (BB 62), checks the operation of the 16-inch battery plot aboard the battleship with (l-r) FTMC Carlos E. Beadle, FTGC Kenneth E. Clute, and FTCS Richard A. Crawford.

►▼ Aboard USS *Yellowstone* (AD 41), CWO3 Charles F. Schaefer inspects a radiation monitor before allowing a sailor to enter a contaminated area. "Aboard ship," he says, "I got the (collateral) duties I'd normally have anyway, like fire marshal and safety officer." The repair technician is presently OIC of the brig at Naval Station, Long Beach, Calif.



## Collateral Duties

According to the observations of the people interviewed by *Surface Warfare Magazine*, assignment of collateral duties to chief warrant officers seems to reflect three general categories of command policy:

- Selecting the best qualified officers to perform the most difficult duties.
- Balanced distribution of duties among officers.
- Rank has its privileges.

OPNAV LDO/CWO Program Manager LCDR Jim Parks recalls his recent visit to a shore activity where a W-4 with highly developed expertise in electronics and weapon systems was managing the officers club and open mess. He says that the commanding officer told him, "I've got a problem over there and I need it squared away *now*. I took the best W-4 on this base and put him over there to do it. When he gets it squared away, I'll put somebody else over there and he'll come back to what he is supposed to be doing."

Such assignments happen, says LCDR Parks. "Sometimes there is a problem that needs to be corrected in an expeditious manner and the CO takes an officer with 20 years in the Navy who he knows can do it and tells him, 'Go out there and do it.'"

He continues, "CWO's are espe-

cially good at dealing directly with enlisted personnel in the area of drugs and alcohol. They can talk to the problems, 'Hey, I know what you're talking about. I used to sleep in a 50-man compartment in the top bunk,' and so on. Our CO's are wise. They know where the talent is and they're capitalizing on it.

"I think that CWO's should be assigned some collateral duties, especially those that relate to enlisted personnel, but others are more appropriately assigned to a brand new ensign—like boat officer duty. I can't see a W-4 standing up there as a boat officer, although that's happened. Collateral duties are part of being an officer and we can't sit up here (in OPNAV) and designate which collateral duties are to be assigned to which people because circumstances vary from command to command and no one knows the command's needs like the CO."

How collateral duty assignments vary from one individual to another and one command to another is revealed in these comments by several LDO's and CWO's.

• "If they want a job done, they're going to give it to a warrant. I've had a bunch of collateral duties and minor projects because the captain and XO feel, 'We don't have enough to keep you busy full-time just doing your division or departmental work.' So, I'm more or less a trouble-

shooter." CWO2 Roy E. Brinkley, *USS Cleveland* (LPD 7)

• "I'm the postal officer, the security manager, the SITE television officer, the radio officer, the printing officer, and a multitude of sins. If it's people-oriented and they can't figure out anyone else to give it to, the admin warrant officer will get it." CWO3 Eugene R. Lasater, *USS Long Beach* (CGN 9)

• "I caught wardroom mess treasurer but nothing else out of the ordinary. Aboard ship I got the duties I'd normally have anyway, like fire marshal and safety officer. That's no problem." CWO3 Charles F. Schaefer, OIC, Brig, Naval Station, Long Beach, Calif.

• "I had collateral duties in my last ship and I had some fine chiefs who helped me through them. I'm pretty good at delegating and my chiefs helped so it really wasn't that big a thing." LT William R. Van Sickle, *New Jersey* (BB 62)

• "I have not had a lot of collateral duties because maintenance keeps me relatively busy. My collaterals have primarily been auditing clubs and messes and that sort of thing." CWO4 Susan A. Chandler, NTCC Hampton Roads, Va.

• "At the shore base I had a couple of collateral duties but no more than anyone else. Aboard ship I had a couple but I really didn't spend much time on them. Collateral duty has been really minor in my respect." CWO3 Neil E. Moravec, *New Jersey* (BB 62)

• "I was in a smaller ship as a chief and the kind of collateral duties I had then are pretty much what I had later as an LDO in *Chicago*. I'm back in a smaller ship here so I'll probably have more duties again. I'll probably pick up PMS coordinator or at least departmental PMS coordinator." LTJG Arthur R. Cook, *Ticonderoga* (CG 47)

"Collateral duties," concludes LCDR Parks, "sometimes cause a little heartburn among the LDO's and CWO's but getting them is just part of growing up as an officer. I had my share as W-1, W-2, and W-3, before I made LDO, and I still get them."



## ...where they go



Photos by W.D. Christensen, Jr.

Although senior petty officers and CPO's are familiar with the enlisted detailing process, how they are assigned is a new ball game when they are promoted to LDO or CWO. To explain the way it works, LCDR Bobby E. Greene, Head, LDO/CWO Assignment Branch, NMPC-412J, responds to some questions about LDO/CWO assignments.

What happens in the detailing process after an individual has been selected for LDO or CWO?

He receives a letter from his detailer welcoming him into the community. It explains the sea/shore rotation and in most cases informs him that his initial assignment will be sea duty. An officer history card and a duty preference form are enclosed to be filled out and returned. The name, address and phone number of the detailer are provided along with an invitation to write or phone whenever the officer has questions or something to discuss.

After receiving duty preferences and other information from the selectee, the detailer will phone or send a message that mentions as many as eight possible assignments. According to the response from the selectee, then the detailer will work out an assignment that best meets the needs of the Navy with reference to the qualifications and preferences of the individual.

Are CWO's sometimes assigned to LDO billets and vice versa?

Yes, sometimes we don't have the LDO's or CWO's in a given designator to fill specified LDO or CWO billets and the CO just won't take anybody else. Most CO's of ships and stations would rather have an LDO ensign in a CWO4 billet than let it go vacant, so they'll take an LDO in a CWO billet and vice versa, providing there is no rank inversion. Obviously, we can't place a CWO3 in an LDO billet at the LT/LCDR level where the CWO3 would have three or four junior officers working for him.

▲ LCDR Bobby E. Greene heads the LDO/CWO Assignment Branch at NMPC. Behind him is one of the tools detailers use almost constantly, a cathode ray tube which displays computer data drawn from the officer master file.

Do you counsel people about billet preferences?

We try to counsel them about the problems associated with assignments to non-LDO/CWO billets. For example, someone may say, "This is my last two years in the Navy, because I'm going to retire on 20 and I want to get out of my billet designator..." If I don't have any vacant billets for the individual's designator, I'll support his request but not until I've told him, "If you do this and later on decide to stay in the Navy, you may be jeopardizing (1) your promotion and (2) continuation in the Navy."

Promotion opportunities are not 100% and I foresee a lower percentage of promotion opportunity due to the



▲ LDO's in the surface electronics, operations and ordnance categories are assigned by LTJG Larry D. Hosterman.



efforts made in compensation and recruiting. We're getting fewer and fewer requests for retirement so it's a matter of time until billet requirements are filled.

We're in a specialized profession—not in the business of hiring employees—and if a man can't make up his mind that he wants to be a professional in his specialty, i.e., he'd rather be in some other field that has nothing to do with his specialty, then we really don't need him. Our retention and recruiting has improved so much over the last year or so that I think we'll get to the point that if a man is not a strong performer and if he doesn't do his sea-shore rotation, he will *not* be offered continuation and he will have a possible problem in getting selected for promotion. And that's not a bad thing.

Are shore duty assignments largely instructor and staff billets?

In the technical ratings, yes. In the admin/clerical, of course, we have the typical personnel officer/admin officer billets. Also, in each recruit training center—San Diego, Great Lakes, and Orlando—we have four to eight LDO/CWO billets as battalion commanders. A lot of LDO's and CWO's have had an enlisted tour of duty as a company commander so it makes sense as a follow-on assignment for an officer to be a battalion commander.

Do you encourage LDO's and CWO's to get experience in a variety of ship types?

Yes, it's very important and in the engineering community we have a split-tour policy. Engineers normally rotate after three years at sea and two years ashore. We

try where we can—and it works in 70-80% of the cases—to split an engineer's first tour aboard ship between 18 and 24 months and send him to a second class of ship to complete his three years—for professional growth. Split-tour policy was designed to be at no extra cost to the government and we try to make it in the same port. Of course, it's not always possible in a small home port.

If an individual would like to stay at sea, is it usually allowed?

Yes, in almost 100% of the cases. If an LDO or CWO wants to remain at sea or terminate shore duty and go to sea, we support that.

Would that improve his opportunity for deep-selected promotion?

It definitely will. The officer who spends his professional life at sea is going to have a little edge on one who spends his life ashore. A prime example is an LDO deck LT who spent five and a half years straight at sea in the same ship, qualified as OOD underway, got his SWO quals, and got himself screened for an XO or CO tour. He is finishing up his CO tour in an ARS—one of our front runner, number one, LDO deck LCDR's in the Navy—and he did it strictly by staying at sea all those years just to get himself qualified.

To him, there is no better tour in the Navy than being CO of his own ship. He is just completing that now and he would not come off that ship if I did not make him do it. There are so few CO tours that a man has to feel very fortunate to get one as an LDO. He's done that so we have to take him off and we will try to get another LDO in behind him.

He's an example of someone who had a worthy purpose in mind and did exactly what he had in mind.

What does it mean to an LDO or CWO to get deep-selected?

Deep selections among the LDO's and CWO's are few and far between. Any man who has been deep selected for W-3 or W-4 or LCDR or CDR should be very proud and justly so because the competition is just tremendous. You can visualize sitting on the selection board and listening to the members talking about 40 candidates among whom 38 of them have never seen anything except "recommended for accelerated promotion" and straight "A" fitness reports...and you have to weed them down to seven people. At that point, you are looking for ways to de-select candidates, so deep selection is really something to be extraordinarily proud of.

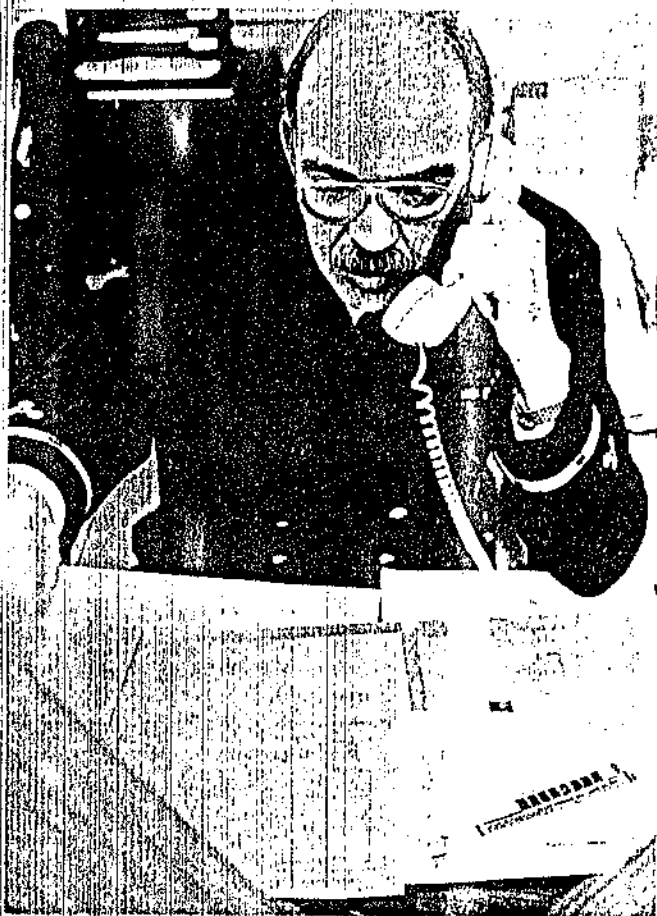
Does it improve their chances to be selected for augmentation?

Anytime a man is deep selected, it improves his chances for almost *anything* else he wants to do. In the augmentation business, our LDO's and CWO's are a group of proud people. All have extensive service and outstanding backgrounds. Probably 80% of our LDO's and CWO's could qualify for augmentation, depending on their designators, but one of the problems we have with LDO's and CWO's who augment is that they don't have a college degree.

When anyone calls me and says he is thinking about augmenting, the first thing I ask is whether or not he has a degree. If he doesn't, I discourage him from augment-



▲ The CWO detailee for boatswains, EOD technicians, physical security technicians, and ship's clerks is CWO3 Luther O. Williams.



ing primarily because at the LT level—four years as an officer—he usually has a minimum of 10 years as enlisted, so he's got 14 years in. If he augments to 1110, he'll be in competition for promotion with all the 1110 LT's who are college graduates.

An LDO in his technical specialty can still drive ships and in most cases—80-90%—will be selected for promotion up to CDR. But if LDO's augment, there's a chance—even at the LCDR level—that they may not be selected due to their lack of college education, age, and more importantly for senior LDO's, due to their lack of career patterns that are similar to those of the officers that they compete with for promotion.

In that context, I tell my people that if they are going to work on their college education, that's fine but don't do it at the expense of their duties. *Duty comes first because the key to promotion is sustained superior performance over a long period of time.* That's true for all LDO's, CWO's, and any enlisted people who aspire to a gold chin strap.

What steps do you take in determining the second and subsequent assignments for LDO's and CWO's?

During our extensive detailer visits to ships and stations, we brief LDO's and CWO's on the assignment process. We tell them what the requirements are and what we expect to see in terms of their preference cards. About once a year, my secretaries go through all the card files we have on LDO's and CWO's. If a preference card is more than two years old, we send out letters telling them we need an update.

I use the preference card to get a preliminary idea of

◀ CWO2 Bob Moore discusses an assignment with one of the surface CWO engineering and repair technicians he details.

where the individual wants to go, then I detail him by phone, message, or in person. For example, I might say, "I see by your preference card—although it's two years old—that you want to go to London, England. I have a billet requirement in London. Here's the timing on it. Do you still want to go?" And we match it up.

What happens when you have an unanticipated requirement resulting from hospitalization, a humanitarian transfer, or something like that?

That happens quite a lot really. More often than you should think. When it happens, we have to scramble. We have processed a humanitarian transfer and gotten the individual off the ship in less than eight hours.

How about providing his relief?

When an urgent priority like that occurs, most detailers have in their memory bank little notes that say something like, "Boatswain Jones said that whenever something happens, he's ready to go to sea—he's available." We have that little bit of information we try to keep for such a situation. A lot of nights, Saturdays and Sundays, I come in and call guys at home, "Hey, I've got a ship in trouble that needs a boatswain and the last time I talked to you, you volunteered to terminate your shore duty whenever I had a certain class of ship. I've got one. Can you go next month or next week to the Med and pick up this ship?"

We have a pretty good rapport and a pretty good relationship. In most cases we can get a relief out there in two to six weeks, and in most cases we can get a volunteer to go.

Do you nominate people for new construction or do you assign them directly?

We nominate to the placement officer, "Here's a man with background and talent, and here's what the billet calls for." Then the placement officer, working with the PCO and PXO, goes through a selection process.

We recently did that with *New Jersey*. Out of the surface shop, we had something like 20-21 LDO and CWO billets for the initial wardroom of the *New Jersey*. We had plenty of volunteers so we did it through a selection process. The PCO, PXO, placement officer, myself and a couple of other detailers and placement officers sat at a conference table and selected the wardroom of the *New Jersey*.

Is there anything else that the readers should know about detailing?

When we sit down with our people and explain the dynamics of detailing, the changing rules, the changing requirements for a certain designator, etc., most of them understand that. If you take time to discuss why you're doing something, most people understand. My basic philosophy is to be open with the people we detail. I try to teach that to all my detailers and insist that they lay it all out, "Here's what we've got, here's the requirements, here's my people, here's my list of billets. You tell me what you want to do and if I can get you there, I'll get you there." I don't try to hide anything from my constituents.



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NOV 15 1982

(Date)

*A. J. Herberger*

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Director, Military Personnel Policy

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