

# ALL HANDS

MAGAZINE OF THE U.S. NAVY

JUNE 2019



# TOP NEWS

## NAVY ANNOUNCES UNIVERSAL TRAINING PRECAUTIONS FOR PHYSICAL EXERCISE

From Chief of Naval Personnel Public Affairs

Navy released NAVADMIN 108/19, May 10, alerting Sailors and command leadership of the importance of universal training precautions (UTP) to reduce the risk of exercise-related collapse and death during physical exercise, to include the Physical Readiness Test (PRT) and command physical training.

As part of military readiness, Sailors are expected to maintain a high level of fitness. With PRT season ongoing throughout the Navy, this guidance is especially critical to ensure the safety of Sailors.

It is imperative for commanders and key leadership personnel, including command fitness leaders (CFL), to foster an exercise culture that promotes UTP, recognizes the early signs of distress and promptly terminates exertional activity when individuals display clear signs of distress. All personnel present during a training evolution or PRT can encourage good performance, but should be on guard for signs that a participant is struggling and be ready to terminate the evolution.

The Navy's PRT portion of the Physical Fitness Assessment is intended as a measure of long-term health and wellness – not of individual athletic prowess. No one should risk their life by pushing through life-threatening conditions during a PRT.

Some highlights from the NAVADMIN are listed below, but every Sailor should read the full message.

### Personal risk factors for exercise-related collapse include:

- Lack of appropriate environmental or exercise acclimatization
- Recent or current illness, accumulated fatigue or dehydration
- Poor baseline conditioning or excess body fat
- A predisposing or underlying cardiac condition
- Exercise-induced asthma
- Sick cell trait (SCT)

### • Prior poor performance on the PRT Environmental/external risk factors include:

- Exercise at altitude
- High ambient temperature and humidity
- Use of dietary supplements containing stimulants to include energy shots and drinks

If you don't know if you have SCT, find out. SCT disproportionately affects African-Americans.

Commanders are encouraged to exercise a liberal Bad Day PRT policy for those Sailors displaying clear signs of distress during the PRT, allowing Sailors to prioritize personal safety over a PRT score. Sailors who fail to complete any portion of the PRT or demonstrate any early signs of exercise distress are authorized a Bad Day PRT and are required to be examined by medical professionals before attempting the PRT again.


Additionally, Sailors must complete the follow-on PRT within seven days following medical clearance, within 45 days of the body composition assessment date and within the current Navy Physical Fitness Assessment cycle. Any Sailors who fail to complete the Bad Day PRT for a second time must be screened by medical professionals for the possibility of a medical

waiver or enrollment in the Fitness Enhancement Program (FEP).

When Sailors observe an emergency during physical training, rapid recognition of symptoms with a timely and accurate response is critical. Some syndromes result in rapid collapse while others may slowly evolve to an initial conscious collapse.

Understanding the syndromes that can lead to exercise-related collapse can assist in guiding treatment. Three syndromes to be aware of are Sudden Cardiac Arrest (SCA), Exertional Collapse Associated with SCT (ECAST) and Exertional Heat Stroke (EHS). Read more about the specifics of these syndromes in the NAVADMIN.

Additionally, after participating in the PRT, participants should be observed for no less than 10 minutes after the test, during an active cool-down period.

All PRT evolutions shall be monitored by cardiopulmonary resuscitation (CPR) trained personnel with an Automated External Defibrillator (AED) readily available. All physical training evolutions (e.g., command physical training, fitness enhancement program (FEP) or Sailor 360) involving moderate exercise shall occur within the Emergency Medical Service (base or 911) response area of an ambulance equipped with a defibrillator, oxygen and hydration. 



U.S. Navy photo by MCSN Casey J. Hopkins

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FRONT COVER: D-Day beach traffic, photographed from a Ninth Air Force bomber on 6 June 1944. Note: vehicle lanes leading away from the landing areas, and landing craft left aground by the tide. U.S. Air Force Photograph.

BACK COVER: A page from newly updated leadership guidance document "Laying the Keel." Laying the Keel has been refreshed with new ideas in support of developing leaders who can sustainably win and bring their teams to a community centered on "best ever" performance.

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# TOP NEWS

## CSCSU GREAT LAKES DELIVERS NAVY'S FIRST READY, RELEVANT LEARNING MODERNIZED TRAINING COURSE

From Naval Education and Training Command Public Affairs

Center for Surface Combat Systems Unit (CSCSU) Great Lakes graduated the first group of students to complete the initial run of its modernized operations specialist (OS) training course May 24.

The OS rating is the first to be taught using modernized delivery under the Ready, Relevant Learning (RRL) framework.

"The implementation of Ready, Relevant Learning at OS 'A' School enables our instructors to deliver realistic, relevant and interactive course content to accession-level Sailors," said Dean McCarty, CSCSU Great Lakes director of training. "Students are now able to participate in virtual simulations where they are placed in the same scenarios in which they will see on their ships. The Navy as a whole got this program right! I have no doubt in my mind that shipboard leadership will see instantaneous results because of RRL, and our Navy will be a more capable and lethal force."

The former OS "A" School was primarily conducted by instructors leading students through computer-based training modules and PowerPoint slide shows. Modernized OS training, however, is enhanced with interactive self-directed courseware, game-based virtual simulation software, demonstration videos and step-by-step guides that target performance skills as opposed to strictly knowledge memorization. These training methods provide students more hands-on learning, so they can apply the fundamentals they learn as a foundation in the day-to-day application of topics like rules of the road, lookout duties and Voyage Management System (VMS) operations.

"This training course provided various modalities of learning the

OS rating," said Chief Operations Specialist Eliseo Hernandez, the course supervisor. "By providing more hands-on applications, future OS students will be far more prepared to step in to their supporting roles in their respective CIC [combat information center] watch team."

According to many of the students, they received a more flexible and immersive learning experience than traditional instructor-led training.

"The modernized OS 'A' School way of teaching is more engaging than clicking through a PowerPoint," said Operations Specialist Seaman David Dabrowski, a course student. "Reading and listening to the instruction gave me a foundation of knowledge that helped when it came to the hands-on activities and allowed me to grasp the concepts faster."

This initial pilot course, delivered to students in an actual training environment, was a final assessment required before full-scale implementation of the new course format and training curriculum targeted to fully transition in September.

"This training course confirmed the timing of training modules and finalization of course master schedule hours to determine final course length, number of instructors required to teach the new course, operational test of hardware and equipment in a normal working environment, and changes and feedback to contractors for required changes to any products delivered," said Bill Marvel, RRL program manager.

RRL is a pillar of Sailor 2025, the Navy's program to more effectively recruit, develop, manage, reward and retain the force of tomorrow.

"RRL changes the way we train - moving beyond an industrial-




U.S. Navy photos by Brian Walsh



era, conveyor-belt training model to one that our Sailors can expect from today's most technologically advanced Navy in the world," said Rear Adm. Kyle Cozad, commander, Naval Education and Training Command (NETC). "Part of this is modernizing training content in partnership with the fleet to meet validated learning requirements. It is providing the right training at the right time in the right way to Sailors to improve their performance and enhance mission readiness. And this pilot course has fully validated the means and methods that RRL will bring to Navy training - from the feedback I've received, the training improvements that we've

implemented in our OS 'A' school are a homerun."

The RRL Executive Steering Committee (ESC) met in Great Lakes May 22 during the improved OS "A" School course's final week, in part to discuss the OS modernized delivery example and visit CSCSU Great Lakes to see the progress for themselves.

"I think all ESC members received a very good perspective of what the new technology provides and how it is definitely better than the legacy course," said Marvel. "In my opinion, the most powerful validation came from the instructors themselves. Hearing directly from them about the improvements in training and the positive reaction from students was invaluable." 

# TOP NEWS

## TUITION ASSISTANCE AND NAVY COLLEGE PROGRAM POLICY UPDATES ANNOUNCED

From Chief of Naval Personnel Public Affairs



Navy announced changes to Tuition Assistance (TA) and Navy College Program for Afloat College Education (NCPACE) program management May 21, in NAVADMIN 114/19.

Beginning Oct. 1, 2019, enlisted Sailors and officers must complete a minimum of two years of service before becoming eligible to use TA or NCPACE instructor-led or Distance Learning (DL) courses. This requirement may not be waived.

In addition, TA and NCPACE (DL) funding is capped at 12 semester hours (or equivalent quarter hours)

per fiscal year (FY) and a total of 120 semester hours (or equivalent quarter hours) in a career. Most Sailors in recent years have only used up to an average of nine semester hours annually.

"Due to unprecedented usage and fiscal constraints, Navy is reshaping how we administer the TA and NCPACE programs," said Jim Johnson, head of Navy Voluntary Education (VOLED). "We want to keep both programs available and sustainable for eligible Sailors, while ensuring our Sailors remain focused

on their professional qualifications."

Navy transformation efforts focused on improving the "Sailor experience" have dramatically improved the ease of access to several technical and education programs, including TA and NCPACE. As a result, fleet-wide TA demand in FY19 was 30 percent higher at the mid-year review than the same point in FY18.


TA funding is expected to run out this month with no additional funding to be made available for the remainder of FY19. Sailors currently taking classes or who are in receipt of a funded TA voucher will not be impacted.

Johnson said that every billet is important to the Navy's mission and that commanding officers (CO) and officers in charge (OIC) should judiciously manage their Sailors' education outside of working hours. "A typical three semester hour college course requires up to 12 hours of weekly commitment," he said. "COs and OICs should actively manage their Sailors' off-duty education to meet their operational commitments when entering a period of increased operational tempo."

Command leaders should establish benchmark qualifications that first-term Sailors must earn before using TA or NCPACE including damage control, maintenance, primary warfare, watch-station or other qualifications.

Affected Sailors who desire to continue taking courses for the remainder of FY19 should contact the Navy College Virtual Education Center (NCVEC) at (877)838-1659/DSN 492-4684 or via MyNavy Portal (MNP) at <https://my.navy.mil/quick-links.html> to discuss other funding options, such as GI Bill, scholarships or financial aid.

Sailors could experience increased call wait times and are encouraged to use other means to speak with an education counselor including the VOLED appointment scheduler on MNP, chatting via Live Help Now® or submitting a help request "trouble ticket" on the Navy College Program website.


For complete information on changes to the TA and NCPACE programs, read NAVADMIN 114/19 or visit <https://my.navy.mil/quick-links.html>. 

## NAVY HISTORY: FLAG DAY

What is Flag Day and why does the United States celebrate it on June 14th? Well, on this date in 1777, the Second Continental Congress adopted the design for its first national flag.

While this did happen on June 14, 1777, the United States did not recognize this day as a holiday until 1885, when a Wisconsin teacher taught his students to celebrate the Flag's birthday. Hearing about this, a gentleman named William Kerr states the American Flag Day Association.

Years later, President Woodrow Wilson officially announced that June 14 will forever be a national holiday to celebrate the history and importance of the United States flag.

John Paul Jones, the father of the U.S. Navy, is believed to have raised his flag in 1775 as the Navy banner when Commodore Esek Hopkins assumed command of the new Navy. An English spy reported that one of Commodore Hopkins' ships was flying "English colours, but more striped." This flag was also raised on Prospect Hill, near Cambridge, Massachusetts, on January 1, 1776, as the flag of the Continental Army. The basis of the design is uncertain. Never officially adopted, the flag was replaced by the emblem described in the Continental Congress resolution of June 14, 1777. That flag consisted of 13 stripes, alternate red and white; and the union be represented in 13 stars, white in a blue field, representing a new constellation. 

Top: Continental Colors (1776)



Bottom: "Betsy Ross" Flag (1777)



# D-DAY

## FACTS & FIGURES

.....  
Considered by many historians to be the key to Allied victory in World War II, the D-Day invasion was the largest amphibious attack in the history of modern warfare. How big was it?

**CODE NAME:** OPERATION OVERLORD

**DATE** | JUNE 6, 1944

**WHEN** | FIRST TROOPS HIT OMAHA BEACH AT 6:30 A.M.

## BY THE NUMBERS:

**5 BEACHES** | STRETCHING OVER 50 MILES OF FRENCH COASTLINE

**156,000** | AMERICAN, BRITISH & CANADIAN TROOPS



**6,000** | SHIPS MANNED BY 195,000 PERSONNEL

**7,000,000**

POUNDS OF SUPPLIES



**448,000**

POUNDS OF AMMUNITION



**10,000** | TROOPS KILLED, WOUNDED OR MISSING IN ACTION (MIA)



**13,000** | AIRCRAFT FLYING 14,000 MISSIONS





# MYNAVY FAMILY APPLICATION

*AVAILABLE NOW FOR DOWNLOAD TO APPLE  
IOS AND GOOGLE ANDROID MOBILE DEVICES!*

**DOWNLOAD THE  
APP AT WWW.  
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NAVY.MIL!**

The app is part of a larger effort by the Navy to improve the experiences of spouses and families in order to promote strong Navy families and support them in every way possible. Download the app today!

The MyNavy Family application is the first tool by the U.S. Navy developed for Navy spouses and Sailors' families that combines authoritative information from more than 22 websites into a single, convenient application. Available information and resources cover a wide variety of topics within the following categories:

- New spouse
- Parenthood
- Service member deployment
- Family emergencies
- Mentorship & networking
- Special needs family support
- Counseling services


- Transition & retirement
- Employment & adult education
- Moving & relocation
- Recreation, lodging & travel

This initial version of the app connects Navy families to information and resources to help them successfully navigate the complexities of the Navy lifestyle. In addition to a wealth of useful content, the app offers several features:

- Military Installation Search — details information about every military installation around the world with contact information, base map, programs and services, plus an overview of its mission.
- MyNavy Career Center — provides a 24/7 resource for help and information, with in-app ability to call or send an email to a customer service representative.
- Emergency Contacts — access websites and phone numbers for immediate support from a range of

organizations, such as National Suicide Prevention Lifeline, Sexual Assault Crisis Support, National Domestic Violence Hotline and others.

- Calendar — add dates and events to calendars associated with a user's mobile devices.
- Content Sharing — share information by using other mobile device applications, such as email, SMS text and iMessage.
- Feedback — provide input about the app content and use.

The MyNavy Family app was developed by a Spouse Advisory Tiger Team that was established by the Navy Sailor Experience Team. The Tiger Team included Navy spouses, along with the Ombudsman at Large, Navy organizations that provide services to Navy families, and several nonprofit organizations. 



# PROFESSIONAL MILITARY KNOWLEDGE ELIGIBILITY EXAM (PMK-EE) APP

*AVAILABLE NOW FOR DOWNLOAD TO APPLE iOS  
AND GOOGLE ANDROID MOBILE DEVICES!*

The Navy's Professional Military Knowledge Eligibility Exam (PMK-EE) mobile application is a convenient way for Sailors to prepare for and complete the required exam as part of the enlisted advancement process for E4/5/6/7 paygrades.

The PMK-EE app is an option for Sailors who prefer using their mobile device to review topics, access bibliographies, and complete the exam that corresponds to each paygrade. The 100-question exam covers career information, leadership and character, Naval heritage, professional conduct and seamanship. Exam sections can be taken in any order and independently of the others. Sailors must achieve a score of at least 80% on each section to pass.

When a Sailor exits the app before completing a section, the app bookmarks that spot. The next time the app is opened, it returns to the bookmarked location, allowing the Sailors to continue with the exam from that point. The app also tracks the total time the Sailor spends completing each section of the exam.


Key features:

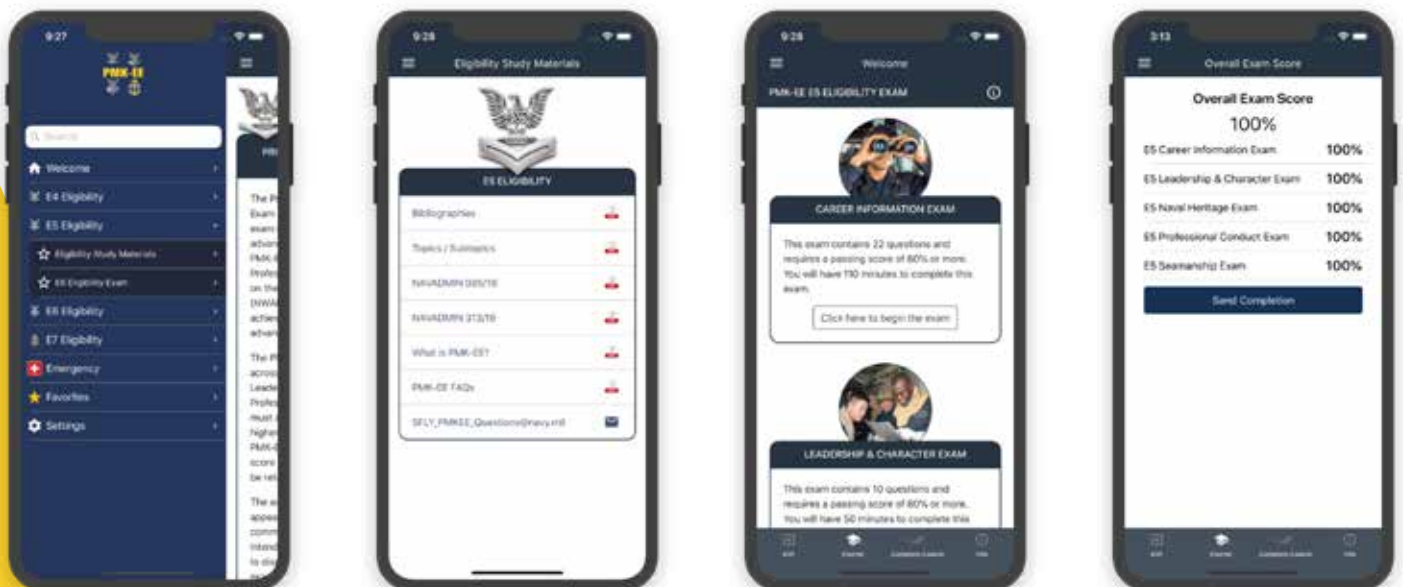
- Available anytime, anywhere — no CAC required

- Tailored to specific paygrades: E4, E5, E6 and E7
- Allows access to topics and bibliography content from any compatible device
- Presents randomly selected exam questions each time a Sailor takes a section
- Permits retaking any section as often as necessary to achieve passing score of 80%
- Submits passing scores to Navy Training Management Planning System (NTMPS) with entry of a Sailor's DoD ID
- Uses mobile device email to allow receipt of the completion certificate for personal record

The PMK-EE replaces the requirement for the Professional Military Knowledge (PMK) section of the Navy-Wide Advancement Examination (NWAE). PMK content will no

longer be included on the NWAE starting with the September 2019 E4/5/6 exams and the January 2020 E7 exam.

Topics and bibliographies used to develop PMK-EE questions are also available on MyNavy Portal within the Advancement & Promotion section, and on Navy eLearning. PMK-EE is one component of the Sailor 2025 rating modernization effort to improve the Sailor experience. 





CHANGE FOR  
THE BETTER



**T**he team from Naval Facilities Engineering Command started their presentation to a room full of senior leaders in the Pentagon. A few slides in, it seemed to be going well that September afternoon in 2018. Then it didn't.

The senior civilian leader, a four-star flag-officer equivalent, cut it short with a word. It was the last thing the team expected to hear.

*Unacceptable.*

This was how Secretary Thomas Harker, assistant secretary of the Navy for financial management and comptroller, described the approach the team presented for fixing the Department of the Navy's issues accounting for real property.

It was a wakeup call. In fact, the team members later referred to it as the "September surprise." As tough as it was to endure at the

time, it led to a better outcome, they later realized.

Real property is more than real estate. It's also buildings, baseball fields, piers, runways, power lines, houses and other assets that are part of Navy and Marine Corps installations worldwide.

It includes over 100,000 items worth hundreds of billions of dollars. Like many other Department of Defense agencies, the DON had difficulties accounting for its real property. It came to a head when an independent auditor issued a "no confidence" finding for the Navy's real property accounting methods in 2018.

What was the change Harker wanted? It was to establish a baseline of accounting for real property assets. On the ground that means a physical count of every asset and a comparison to property records; no small task even under the best of circumstances.

And Harker wanted the team to finish in just four months - by March.

It seemed insurmountable; yet after a week to collect their thoughts, the team crafted a plan that would be a stretch, but it was achievable.

The key was to make the process as simple as possible.

"The biggest 'ah-ha' moment was ... the requirements for audit were relatively simple," said Jim Balocki, deputy assistant secretary of the Navy for installations and facilities.

The team had been applying complex business practices and policies to meet audit requirements.

"They were never intended for that purpose," Balocki said. "Once we understood the differences and began to build our plan around audit requirements, it became simpler to satisfy [them]."

The biggest challenge? Acknowledging that "audit" is a multi-year effort that requires changing culture, which can only happen if people think differently about how they work.

The big change? Breaking the larger task of "audit" into small components, enabling success over time, rather than trying to "swing for the fences" and coming up short.

**THIS APPROACH IS GOING TO MAKE  
REAL PROPERTY ACCOUNTING BY  
BOTH AGENCIES SUSTAINABLE  
OVER THE LONG TERM.**

Harker set the stage, but it was up to leaders in NAVFAC and Naval Installations Command to reverse their roles and strengthen the team, Balocki said.

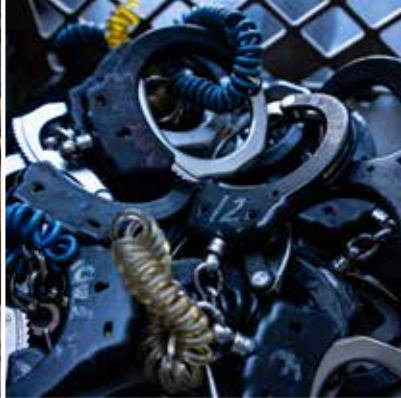
Originally, NAVFAC was the lead, and Commander, Navy Installations Command played a supporting role. By switching roles, the NAVAC team could focus on the big items while the installation commanders accounted for the property they had on site, Balocki added.

"Since then, CNIC has become the supported command, with NAVFAC the supporting team," he said. "This change was necessary and critical for the team to move forward. Now the entire team is engaged in this effort, and success has followed. Leaders in CNIC and NAVFAC played key roles to make that change work."

And work it did. While the counting started slowly in late November, installation commanders, reported their locally controlled items to the regional commands and headquarters, and completed their parts of the task, Balocki said.

The change made a difference. On the 1st of April 2019, Vice. Adm. Mary Jackson, the commander, CNIC reported her 71 installations and 11 regions had met Harker's deadline. All the Navy's real property was properly accounted.

"This approach is going to make real property accounting by both agencies sustainable over the long term," Balocki said. **AH**



# SRF - A

**BY: MC2 JAMES LEE, ALL HANDS MAGAZINE**

Sailors are called to wear many hats in addition to their primary jobs while serving aboard a ship. All hands are trained to work together to fight fires, others have collateral duties such as financial counselors or fitness leaders. Some Sailors receive specialized training to form a highly trained tactical team known as a "Security Reaction Force" that responds to exceptional threats or attacks to the ship.

The Center for Security Forces (CENSECFOR), Joint Base Pearl Harbor-Hickam, trains Sailors with academic curriculum in the classroom and practical hands-on training in the field. This combination develops a Security Reaction Force that is capable of protecting the ship, its mission and crew from acts of terrorism or sabotage.

"We train our Sailors to protect the fleet," said Chief Sonar Technician Jeremy Sosh, instructor for the Navy's Security Reaction Force - Advanced (SRF-A) course.

"We present them with a lot of stressful situations where they have to respond by identifying a scenario, whether they should shoot or counter the threat with non-lethal weapons, such as [Oleoresin capsicum] spray or batons. Or whether they can deescalate the situation and maintain security without resorting to [an increased use of force]," said Sosh.

According to Sosh, one of the biggest anticipated threats to Sailors at sea are fires; however, he also expressed that Sailors must know how to respond to threats that are less anticipated but just as likely.

"Combat is something that's far removed from a lot of Sailor's minds, so when they come here for this training, we reinforce the fact that situations where they may come under fire or encounter a potential explosive device near them are possible."

Sosh was stationed on the Arleigh Burke-class destroyer USS O'Kane (DDG-77) where he personally saw Sailors line up to get SRF-A training. He believes

it's important for the fleet to push the importance of security forces because it prepares them for a real day-to-day threats.

"This is our home; this is something we have to protect. Once Sailors get to the ship and realize the global threat, whether it be terrorism or active shooters, a vast majority of them become invested in the security of the ship," said Sosh.

Sosh reported to CENSECFOR Detachment Pearl Harbor after serving four years at sea. He said the most rewarding part of SRF-A training is to see Sailors return from training with a wealth of knowledge that spreads among the ship's crew and training teams to make everyone better.

"One of the things we do to make sure the students understand the gravity of what we're doing here is to show them footage of the USS Mahan attack," said Sosh. "We present them with real-life scenarios that have happened, and we make sure that they understand that these attacks can happen anywhere. It's their job as the ship's security reaction force to stop the threat."

Sosh believes that SRF-A training gives Sailors an escape from the daily grind of their regular Navy jobs, such as routine maintenance and uniform inspections. Students embrace the challenge of training even if they realize early on that they don't feel ready.

"I've yet to find a student who went through the training and said to themselves or to us that it wasn't worth it," said Sosh. "Every single one of them want to come back and go on to the next level of training because of the value it has. It's something new to a lot of them."

Another great training tool is the force protection ship simulator, according to Sosh. Designed to look like a ship's interior, Sailors conduct room clearing exercises and searches which gives personnel the opportunity to learn their environment and ship layout.


"Knowing these types of skills are important when it comes to defending your ship during any kind of situation -- an active shooter or an explosive that needs taken care of," said Gunner's Mate Seaman Matthew Naranjo, SRF-A student. "We're going to be the first responders to any type of situation like that. So having people who are knowledgeable about these topics is pretty important when it comes to the defense of the ship."

The SRF-A classroom portion consists of watching video footage that include responses to active shooter scenarios and discussions on what to learn from them. Students also see first responder footage on college campuses to show students the correct strategic decision in different environments.

"I definitely feel like if I went to the ship now and something were to happen, I wouldn't even hesitate to respond with the knowledge I have after doing this course," said Naranjo. "I'm definitely a lot more confident in my tactical skills and just being able to assess problems." The SRF-A field training uses simunition, a non-lethal ammunition rounds designed to cycle the actions of specially modified weapons, to provide SRF-A students with realistic force-on-force simulation training.

"The added benefit of using simulation rounds is that most of your career in the Navy, You're always shooting at paper," said Naranjo. "Shooting at a moving target, someone who's actually firing back at you is a lot different."

Naranjo compares training with simunition to an intense paintball match that incorporates tactical movements in a simulated life-or-death situation.

"Try to take this course because it's definitely something that's very fun and knowledgeable," said Naranjo. "Essentially, you're just learning to protect your ship, which is the goal of everybody. It should be your main priority as a watchstander. This is definitely something everybody should go to." 



**EACH AND EVERY ONE  
OF US IS A SAILOR**



**REGARDLESS OF RATE, RANK OR POSITION, WE'RE  
ALL ON THE SAME TEAM BOUND BY A SET OF CORE  
VALUES AND IDEALS THAT POINT TO OUR TRUE  
NORTH. EACH ONE OF US MUST SET THE EXAMPLE  
OF OF WHAT RIGHT LOOKS LIKE THROUGH OUR DAILY  
ACTIONS AND BEHAVIORS -- ON AND OFF DUTY.**