Mitigation of Training and Assessment Costs in the Navy through Cross Departmental Training

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Mitigation of Training and Assessments Costs

Abstract

In Mitigation of Training and Assessment Costs in the Navy through Cross Departmental Training, the author presents solutions for cost reduction by using in house assets. Internal and external analysis of the command and external climate reveal the potential and need for cost mitigation, to reduce the adverse effects on fleet readiness. Navy Enlisted Classifications and Training requirements are reviewed for Afloat Training Group (ATG) and Engineering Assessments Pacific (EAP) and compared to find possible additions to current manpower requirements. By expanding the NEC requirements for training and qualifying more personnel to conduct assessments, the use of augments is reduced thereby reducing costs of training and assessments. Results of the study revealed potential savings of up to $67,894.50 by ATG through use of in house augments and savings of $50,339.84 through the use of EAP qualified trainers. A suggested timeline for implementation ensures that the command can successfully implement all recommendations, ensuring maximization of funding and thus fleet readiness.

Keywords: Training, Navy, Afloat Training Group, Engineering Assessments Pacific, Travel Costs, Mitigation of Costs, NEC, Cross departmental training
Mitigation of Training and Assessments Costs in the Navy through Cross Departmental Training

Afloat Training Group Pacific (ATGPAC) is a naval shore command which encompasses trainers and assessors in support of the Navy’s 27 month training cycle taken from the Surface Force Readiness Manual. All Pacific fleets are currently served by two assessment commands: Engineering Assessments Pacific, and Engineering Assessments Atlantic. There are four Training Commands on the West Coast which include Afloat Training Group (ATG) San Diego, ATG Midpac (Hawaii), ATG Pacific Northest (PACNORWEST), and ATG Western Pacific (WESTPAC) which is located in Japan. As the fleet is spread across the west coast and beyond the continental United States, travel has become a large part of the training budget at these commands to support the travel requirements for training, assessments, and augments for each.

In order to minimize travel, travel costs, and maximize the budget set for training, comparisons of cost savings measures will be conducted on various courses of action to include the option to qualify trainers as assessors to serve as augments in each geographical region, and cross training of departments which hold necessary qualifications. By eliminating the need for assessors or trainers to travel overseas or to another region, the Navy would incur hundreds of thousands of dollars in saving each year. As the defense budget is cut, it becomes necessary for the Navy to do more with less, and still maintain mission readiness. By studying potential changes and improvements to the Navy’s training and assessment structure, there is more flexibility within the training cycle to support fleet readiness and less effect during events such as government shutdowns, when most travel was halted. These potential improvements would make the best use of tax payer dollars, and better enable fleet training which is critical to overall mission readiness.
In order to better understand the training, assessment and deployment cycle set out by the Navy’s 27 month readiness cycle, the following literary reviews are provided. These reviews cover the primary governing documents for the assessments and training conducted by Engineering Assessments Pacific and Afloat Training Group.

The Surface Force Readiness Manual (2012), discusses the Fleet Force Readiness Concept, a 27 month cycle consisting of a maintenance period, followed by a training period, deployment and finally the sustainment phase. The fundamental tenants of this cycle include


(COMNAVSURFPAC/LANT INST 3502.3, 2012).

By having met all of these tenants, a ship and her crew are considered to be in their best condition, which is crucial to the success of a deployment.

Commander Naval Surface forces Pacific and Atlantic Instruction 3500.1 (2012) is the governing doctrine for ship and Immediate Superior in Command (ISIC) or Type Commander (TYCOM) lead readiness assessments. There are five assessments conducted throughout the 27 month Fleet Response Plan and leading up to the basic training phase. Readiness Evaluation 1 (READ E1), is a ship self assessment of total readiness conducted while on deployment, while READ E2, is conducted by the TYCOM. READ E3 is a TYCOM lead assessment which focuses on administrative program review. READ E4, which is conducted after the maintenance
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Phase of the 27 month readiness cycle includes “Light Off Assessment (LOA); Crew Certification; Dock Trials/Fast Cruise; Navigation Assessment; and Contractor (KTR) Sea Trials” (COMNAVSURFPAC/LANT 2012). Finally, READ E5 is a TYCOM lead assessment which validates the ship’s readiness to enter into the Basic Training phase which is conducted by Afloat Training Group and leads to assessments which are conducted by Engineering Assessments Pacific. Accurate self assessment by the ship as well as by the TYCOM is imperative as this determines the extent of training for final certification conducted during the basic phase.

Afloat Training Group Pacific Instruction 3502.1 (2012) is the governing document for the assessments and training leading up to and including final Engineering Operations Certification. Training events are performed by Afloat Training Group Pacific and include a 1.0 Pre-Training Visit, 1.2 Individual Training and 1.3 Watch Team Training. Engineering Assessments conduct the Light Off Assessment or 1.1 Material Readiness Certification and the 1.4 Engineering Operations Certification. In order to achieve final certification, 7 certification events must be achieved during the 1.4. These events are including having minimum equipment met and maintained during the assessment 1. Evolutions: At least 75% effective for each of two qualified watch teams, 2. Drills: At least 50% effective for each of two qualified watch teams. 3. Two qualified watch teams effective for MMFOL/MCBF, Repair 5 evaluated effective for reentry during one MSFD 4. Level of knowledge score at least 80% 5. All SOH programs graded as effective 6. All critical programs graded effective and lastly, 7. All other management programs graded at least partially effective (ATGPAC, 2012). In addition to outlining the conduct of training and assessments, the instruction includes a set of evolutions and drills which are testable to each platform.
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Budget cuts and sequestration have the potential for a large and long lasting negative impact on the fleet. Funding is crucial to fleet readiness as it provides for better quality and more frequent training, equipment maintenance, overhaul, and manning. When funding is cut, mission readiness rides on the ability to do more with less. The following reviews explore subjects relating to budget cuts, sequestration and the effects they have on fleet readiness.

In this July of 2011 article by Senator Thomas Coburn, M.D., “Back in Black: A Deficit Reduction Plan”, Coburn quoted the Chairman of the Joint Chiefs of Staff, Admiral Mullen as saying that the “national debt is our nation's greatest national security threat and that the Department of Defense must do its part to help balance the budget” (2011). Coburn stated that despite higher levels of funding, our active duty personnel numbers have decreased by 30% and that our nation's material weapon assets including commissioned and duty ready ships and fighter and attack aircraft have decreased by 45 and 50% respectively. Coburn cites President Obama's request to the Cabinet Secretaries to cut $100 million in their administrative budgets specifically mentioning how travel reform could save money. The author also gives the statistics of nearly $3 billion in physically relocating 750,000 personnel from one duty assignment to another. That number did not include moving personnel to combat areas. Coburn's “Deficit Reduction Plan” calls for a reduction by 15% in travel expenditures and a lengthening of personnel duty tours from 1 to 3 years to 4 to 6 years, further reducing relocation costs. Coburn also proposes replacing nearly 62,000 active duty personnel who are performing essentially commercial -type jobs with civilians at a much lower cost. He also lists areas where fiscal cuts could be made to non-combat essential programs.

In the 2012 Defense Spending Budget Preface, examples were given of how the United States has a history of highs and lows in dollars spent or allotted for defense spending and that
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that cycle is the norm. It discussed how in times of draw down or post-war periods, material acquisitions as well as personnel numbers became leaner and that this fact was not necessarily a bad thing. The DoD (Department of Defense) felt that it had presented a credible, trimmed down and waste free budget from which any further cuts would jeopardize the ability of the military to carry out its missions effectively.

The 2013 fact sheet from the Department of Defense regarding “Sequestration’s Impact to Regaining Readiness” emphasizes how the loss of funding created by Sequestration will affect the mission readiness of the armed forces. The overall readiness of a unit involves training and qualification of personnel, material readiness and manning requirements fulfilled. As funding is withheld, any of these readiness factors not being met, degrades the mission readiness of that unit. When the balance of readily deployable units is disturbed, scheduled unit rotations for deployed assets are delayed, and the ability to maintain a rotational presence and contingency availability are impeded (DOD, 2013).

In the Sept. 16, 2012 edition of “Defense Newsletter” by Marcus Weisgerber and Zachary Fryer-Biggs, the authors reviewed the decrease in military presence at warfare related conferences and discussed the stricter government travel restrictions following in the wake of the GSA conference spending scandal. Deputy Defense Secretary Ashton Carter instructed the services to review conference attendance request when they totaled over 100,000 dollars to attend (including air fares, hotels, booth space, etc) in an effort to cost cut. The authors listed cost expenditures by the military in construction of conference display booths which, in one cited case, cost over a million dollars to build for a one time use. Eliminating the renting of multiple display booths at conventions and conferences, construction of booth displays and the per diem costs of accompanying personnel travel would free up significant funds and go a long way
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towards better accountability in use of taxpayer dollars. The article also mentioned that the Secretary of the Navy, Ray Mabus, was looking into a travel accounting system which would make the costs more readily visible and categorized.

Despite the reduction in the defense budget, there is still a need to maintain the same Armed Forces readiness level. In order to do so, new ideas, new command structures, and new business rules, must be explored to support cost reduction and maximum return on investments. The following literary reviews are provided in support of maintaining the same standards through change in business conduct.

In “Streamlining Control”, an article by Aparna Nanchurla (2009), the problem of implementing change while maintaining control is approached with the idea of flexibility and transparency. A survey was conducted which indicated that the majority of respondent’s companies were attempting to cut costs by either “centralizing control of business functions…giving more decision making authority to their units” or a combination of both (Nanchurla, 2009). Finding the balance, Nanchurla (2009) states, comes in the form of new technologies that help streamline business processes while still retaining their integrity. A report from Transamerica Financial Advisors emphasizes a commitment to training to ensure successful implementation of new projects.

In “Leadership Agility: Using Improv to Build Critical Skills” by Kip Kelley (2012), an ever changing society and environment creates the need for Improv. Kelley (2012) argues that businesses, who desire to survive in this environment, must practice agile leadership methods. Four Improv rules are presented by Kelly which include, 1. Agree and say “yes”, 2. Not only say “yes”, say “Yes AND”, 3. Make mistakes, and 4. There are no mistakes, only opportunities (Kelley, 2012). He also states that it is through the quick, unscripted reactions that come with
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Improv, new ideas, experiences and perspectives are generated which will carry a company through difficult and changing times.

“Connecting the Dots Among People, Budgets and Mission”, by Raymond Marbury and Roger Mayer (2013), brings to light the importance of succession planning through knowledge management. With four generations working side by side, Traditionalists, Baby-boomers, Generation X and Millennials, the philosophy of work and styles of communication vary greatly. Marbury and Mayer (2013) state that “Utilization of succession planning, knowledge management, and generational cohort theories will enable agencies to adequately prepare for a transition in the workforce” (Par. 12). Additionally, a reactionary approach to succession will likely incur hidden costs due to a failure to plan (Mayer 2013). This can be seen in a report to Congress by the Project on Government Oversight which shows an increase in Human Capital Expenditures by 30% over the next ten years (Mayer 2013). Marbury and Mayer (2013) recommend early training of senior leadership on the importance of succession planning and knowledge management to prevent the financial and organizational costs of failing to plan.

In the 2012 article, “Budget Cuts, Fuel Costs Could Spur Military Spending on Virtual Training”, author Sandra I. Erwin discusses the Air Force and Navy’s proposed virtual training options to replace live fire and live flight exercises as a cost saving measure. Gene Colabatistto, president of military products and training services of CAE, a flight simulator manufacturer, was quoted as saying that combat weapons simulators and training services now stand as an 11 billion dollar industry which will presumably continue to grow rapidly (Erwin2012). The caveat remains, however, that the GAO (Government Accountability Office) currently has no way to project the cost of simulator replaced training or a standard with which to measure such costs. The article states that a forward thinking simulator industry would
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develop, suggest and present simulated weapons and systems training ahead of the military's "need curve" rather than trying to develop after the fact, thus playing catch-up with their product.

In “Travel: Managing The Cost Crunch”, McDougall (2006) supplies tools to significantly reduce travel costs. These tools include “Designating an experienced travel manager, negotiating corporate travel contracts with travel suppliers to get volume discounts, monitoring expenditures at an enterprise wide level, enforcing a travel policy,… automating an enterprise wide booking tool…, [and] eliminating unnecessary travel” (McDougall, 2006, P.44). The most prevalent approaches to travel cost reduction used by many executives include approved itineraries prior to departure, limiting trips and online booking. These also serve as a “preventative” approach to managing travel costs (McDougall, 2006).

In “E-LEARNING in Public Organizations”, by Tahir M.Nisar (2003), various determinants are explored and potential benefits are weighed to aide in the decision of incorporating E-LEARNING within an organization. Nisar (2003) states that E-LEARNING serves multiple purposes such as “identifying and recording training needs, delivery of learning, assessment through computer delivered tests of knowledge or skill, [and] recording and tracking learning and assessment” (P.80). Some of the benefits laid out by Nisar (2003) include, reduced training time, individualized training, convenience, training is of consistent quality, and cost effectiveness. Cost effectiveness is realized by reducing the need for travel, lodging and meals and the use of a computer which eliminates location fees and reduces course costs (Nisar 2003).

Nisar (2003) provides determinates such as Employee Level Factors, which justifies implementation of E-LEARNING based on factors such as employee education level, gender and time remaining in service of the company. Organizational Level Factors such as ranges of equality due to various levels of skills in the workforce are said to benefit from E-LEARNING as
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it creates a more level hierarchy through education and training. Nisar (2003) states that on the Institutional Level, “it is generally understood that the collective good features of training increase the probability of training incidence in situations in which there are strong institutions, like research and development consortia, intrafirm cooperation, and government training agencies” (p.87). The overall benefit of E-LEARNING must be evaluated on a case by case basis based on the training needs of each organization.

The importance of implementing new technology and process improvement for the sake of cost savings is imperative to maintaining quality support to the fleet. When considering the effect that quality training has on fleet readiness, the following literary reviews are provided.

The Navy Times article, “The New Path To Readiness; Surface Fleet’s ‘Huge Shift’ Includes Tougher Inspections, Revamped Training” by Sam Fellman and Gidget Fuentes (2012), highlights the concerns which spurred the changes to the new 27 month readiness cycle implemented in the Surface Force Readiness Manual (SFRM) and the positive results it will yield. Prior to implementing the new SFRM, concerns arose over multiple failed ship assessments by the Board of Inspection and Survey. Contributing factors included reduction in maintenance funds, general lack of professional knowledge, and high operating tempos. In order to alleviate the degradation to mission readiness, it became clear that additional and more consistent training and assessments, with a focus on material condition of the ship, were required. The new SFRM includes one major assessment per training cycle and multiple Readiness Evaluations (Fellman & Fuentes, 2012).

In “Bringing the Classroom to the Deckplates”, Robert Cole of American Systems highlights the success of the Engineering Readiness Assist Team (ERAT) originally created to support LSD and LPD class ships in training and material readiness. ERAT is a special civilian
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training unit composed of former Engineering Officers and Senior Enlisted Engineers specializing in Diesel engines which provides extra, non-mandatory training for engineering departments. Their deckplate training both in port and underway resulted in marked improvements for ship’s performance in formal readiness assessments.

In the Power Point presentation Sheri Petro of VPI Strategies evaluates a sample company with low performance using the five step Kirkpatrick model. Some of the primary issues surrounding the underperforming company include a lack of communication or direction amongst the employees, ultimately leading to a loss of high performing employees to other companies. The five steps of this evaluation model include Reaction, Learning, Application, Impact, and Return on Investments which can be represented monetarily and/or through intangible benefits. As a reaction to the company’s poor performance, two training sessions were implemented. Although these sessions had a high cost, the application of the tools learned increased the value of the sample company’s workforce by $32,000.00 in one year. This is the first return on investments realized through the Kirkpatrick model. The second return on investment is the reduction in employee loss from 25% to 7% due to the training which helped bridge the communication gap that was driving good employees away. Ultimately as learning is applied and outcomes are achieved the overall performance of the company and general satisfaction of the employees also improves.
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Background

The Navy utilizes a 27 month training cycle to ensure that the surface fleet is able to meet the demands of the Fleet Response Plan. The structure of the training cycle is built with an emphasis in ship maintenance to ensure that the training of personnel is supported by the equipment and unencumbered by material degradation. Figure 1 shows the phased approach over 27 months of educating, training, assessing and certifying through Readiness Evaluations (READ-E), material and operational assessments (FRTM 1-3 – 1-4).

Figure 1. 27 month Fleet Readiness Plan notional schedule (SFRM 4-1).

Afloat Training Group and Engineering Assessments Pacific are responsible for the training and assessments of surface ships. EAP specifically conducts the assessments for Engineering mission area only. The training and assessment events are broken down into each of the phases of the 27 month training cycle. These phases include the maintenance phase, shakedown phase, basic phase, integrated phase, and finally the sustainment phase. The assessments within each of these phases are broken down in figure 2. The mission areas subject to training, assessment and certification events include Aviation, Communications, Damage Control, Engineering, Explosives Safety, Navigation, Seamanship, Air Warfare, Ballistic Missile Defense, Mine Warfare, Strike Warfare, Undersea Warfare and Medical.
Internal Assessment

In order to identify the strengths and weaknesses of an organization, internal analysis methods such as SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) can be used to reveal shortcomings and brainstorm for potential solutions. Conducting SWOT Analysis on ATGPAC results in the information given in Table 1. In order to improve upon the weaknesses and mitigate the threats to ATGPAC, the strengths must be improved, and the opportunities implemented. For example, one of the greatest weaknesses of ATGPAC is the need to travel for assessments or as an augment. To exaggerate the situation, the threat of budgetary cuts might reduce the amount of funding for such traveling. Although the training budget is usually fully supported, the money necessary to augment training commands when funding is not available comes from the ship’s budget. This reduction in the ship’s budget results in a lower maintenance budget and therefore reduced mission readiness caused by material degradation. In order to mitigate this threat to mission readiness, knowledge possessed

**Figure 2.** Training continuum for final certification (SFRM 4-2).
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by the trainers and assessors at ATGPAC can be drawn upon. By fully utilizing all NECs (Navy Enlisted Classification) within the command, there is the potential to provide augments from within the command. Using augments from within the command saves money, which would normally be spent on per diem, lodging and travel pay.

Table 1

SWOT Analysis of Afloat Training Group Pacific

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Training conducted by seasoned subject matter experts</td>
<td>• Ship’s schedules are unstable, difficult to support with trainers or assessors</td>
</tr>
<tr>
<td>• Training teams organized by subspecialties to ensure the right person for the right job</td>
<td>• Training cycles tend to overlap in such a way that requires members from outside geographic area to travel to support other ATG locations</td>
</tr>
<tr>
<td>• Trainers are or work closely with assessors</td>
<td>• Only one entity in the Pacific region for engineering assessments (EAP) causes increased costs due to travel for assessments out of San Diego area</td>
</tr>
<tr>
<td>• Extensive training cycle ensures maximum readiness for deployments</td>
<td>• High demand in training and assessment schedules might result in the need for augments.</td>
</tr>
<tr>
<td>• Multiple self assessments and Go-No Go criteria ensure ship will be successful during training and assessment</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Waterfront Symposums and Mission area newsletters ensure mist up to date information is reaching the ships</td>
<td>• Disconnect between trainers and assessors</td>
</tr>
<tr>
<td>• Continue to update information used for training to ensure ship is up to par</td>
<td>• Different standards between ATGPAC and ATGLANT (ATG Atlantic)</td>
</tr>
<tr>
<td>• Continue to qualify ATG Trainers as Assessors to reduce travel costs for assessors traveling to other areas.</td>
<td>• Loss of senior qualified personnel, large influx of new trainers and assessors, loss of knowledge</td>
</tr>
<tr>
<td>• Fully utilize NECs throughout the command for augmenting purposes</td>
<td>• Budget cuts/ Sequester</td>
</tr>
<tr>
<td>• Work with Engineering Assessments Atlantic (EAA) to update assessment check sheets</td>
<td></td>
</tr>
</tbody>
</table>

External Assessment

External environment is another factor that has a substantial impact on training and fleet readiness. Although external factors are beyond the control of the command, planning can mitigate the effects they may have. Examples include Sequestration and political climate.
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Recently during Sequestration, training was impacted as almost all travel was stopped. Each augment for travel not already approved required a submission of justification to the Secretary of the Navy. During this time, three assessments were cancelled due to budgetary constraints and some were conducted with less manning than is normal for the particular event. Manning requirements can be seen in Table 7 of the supplemental materials. As can be seen later when the creative project is discussed, fleet training relies heavily on augments from other commands, requiring those individuals to travel. Political climate also impacts training through an increased operational tempo for the fleet. Many ships are forward deployed and are constantly responding and positioning themselves based on the political climate. When this occurs, training schedules may be pushed to the left or right, either way, requiring a solid plan for mitigation. Mitigation in both instances can be provided through a versatile training command. By having augments both in house and ready to assist in various training areas, the impact of these changes is minimized.

Current Requirements

ATG Standard Training/Assessment requirements

Training and assessment requirements are set in place and can be seen in Table 6 of the supplemental materials. A standard NEC for all trainers is required, in addition to completing the command wide training Job Qualification Requirements (JQR). Requirements for qualification in the assigned mission area varies, but usually involve qualifying Team Member first and then if the requisite qualifications are met, Team Leader. For example, Diesel Trainer Team Member, is a three month qualification to complete the JQR and an oral board. In addition to this, there is a requirement that the member has previously in their career qualified as Engineering Officer of the Watch and holds the 9502 NEC (Instructor). This information for all mission areas can be found in Table 6 of the supplemental material.
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Revealing the Problem/ Reaction

ATG Training/Assessment with the use of Augments

Each mission area has a set requirement for the training and assessment teams. For example Table 7 of the supplemental materials show that a Diesel training team conducting a 1.2 Individual Training on a Mine Sweep (MCM) would require four Engineman (EN) holding the 9502 NEC and one Electrician Mate (EM) holding the 9502 NEC. Requirements like these are set for all training and assessment events for all mission areas. While there are a number of trainers and assessors to support these events, augments are required when there are not enough trainers or assessors to support any event requested by a ship. While the ship can sometimes reschedule events to work around the trainer’s schedules, there are times that in order to support a ship’s operational schedule, the use of training or assessment team augments is necessary. This is very easily done as there are multiple training commands to pull augments from however, it proves to be very costly.

Table 2 shows the cost of using one augment from each of the training areas outside of the San Diego, California area. Assumptions used for these calculations are 5 day events with two travel days. Normally an extra day for rest is added for trips to and from Japan. Additionally, Flight prices reflect GSA contract with limited availability prices when normally available, otherwise GSA contract prices are used. The varying cost of supplementing training teams from out of the area can be costly, especially when multiple augments are requested.
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Table 2

*ATG Cost Analysis*

<table>
<thead>
<tr>
<th>Cost of Augment to San Diego</th>
<th>Flight</th>
<th>Lodging</th>
<th>Rental Car</th>
<th>M&amp;IE</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>PACNORWEST</td>
<td>$350.00</td>
<td>$798.00</td>
<td>$350.00</td>
<td>$461.50</td>
<td>$1,959.50</td>
</tr>
<tr>
<td>MIDPAC</td>
<td>$560.00</td>
<td>$798.00</td>
<td>$350.00</td>
<td>$463.00</td>
<td>$2,171.00</td>
</tr>
<tr>
<td>WESTPAC (Yokosuka)</td>
<td>$1,009.00</td>
<td>$931.00</td>
<td>$408.31</td>
<td>$603.25</td>
<td>$2,951.56</td>
</tr>
<tr>
<td>WESTPAC (Sasebo)</td>
<td>$1,470.00</td>
<td>$931.00</td>
<td>$408.31</td>
<td>$603.25</td>
<td>$3,412.56</td>
</tr>
</tbody>
</table>

**EAP Training/Assessment with the use of Augments**

As with the ATG training and assessment teams, EAP may request augments for assessments performed out of the San Diego Area. While ATG requests augments from outside of their geographical location, EAP is a traveling team and requests augment support from the location they are traveling to. By doing so, they are able to reduce the size of the team that is traveling for the assessment and in turn, the cost of the trip. For example, an EAP assessment team traveling to Japan would require approximately five assessors and one Senior Assessor. By using EAP qualified ATG trainers already located in Japan, the number of assessors required to travel is lowered. The cost for EAP travel is similar to that in Table 2, with the same assumptions however, per diem and lodging allowances vary based on the destination.

Table 3

*EAP Cost Analysis*

<table>
<thead>
<tr>
<th>Cost of EAP Assessor Travel</th>
<th>Flight</th>
<th>Lodging</th>
<th>Rental Car</th>
<th>M&amp;IE</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>PACNORWEST</td>
<td>$350.00</td>
<td>$912.00</td>
<td>$350.00</td>
<td>$461.50</td>
<td>$2,073.50</td>
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<tr>
<td>MIDPAC</td>
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<td>$1,062.00</td>
<td>$350.00</td>
<td>$599.00</td>
<td>$2,571.00</td>
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<tr>
<td>WESTPAC (Yokosuka)</td>
<td>$1,009.00</td>
<td>$1,141.00</td>
<td>$0.00</td>
<td>$631.75</td>
<td>$2,781.75</td>
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<tr>
<td>WESTPAC (Sasebo)</td>
<td>$1,470.00</td>
<td>$637.00</td>
<td>$0.00</td>
<td>$356.35</td>
<td>$3,412.56</td>
</tr>
</tbody>
</table>
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Method

Data Collection

In order to conduct the study for cost reduction, data for confirmed augments, travel cost, NEC listings, divisional rosters and employment schedules were gathered. The NEC listing used to identify same or similar NECs can be found in Table 8 of the supplemental materials. Travel costs including airfare, per diem, vehicle rental, and lodging were retrieved from the Defense Travel System and populated into Tables 2 and 3. The list of augments given in Tables 4 and 5 was extracted from numerous spreadsheets tracking approved augments within the command. Table 7, SOP Manpower Requirements of the supplemental materials delineates standard assessment team construction.

Data Analysis

A roster of each team is required to verify division of each qualified member as well as the divisional employment schedule to verify availability. To conduct the data analysis, and present information, Tables 4 and 5 were first created. These tables provided a list of augments to find replacements for in house if possible or on location for EAP assessments. The requirements for each assessment were found in the SOP. Once the requirements for the assessment were found if not already specified in the augment request, a search of available NECs was conducted. Additionally, a search for similar NECs was conducted from the Additional NECs held within the command. In order to find a replacement, a member must have the same or similar NECs and not be in the requesting division or warfare area. It is assumed that if the division is requesting an augment, every member of the division is employed. It is through this study that the findings in Tables 4 and 5 were recommended. In order to find the cost savings, assuming the recommendations were achievable, cost analysis was performed using
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Tables 2 and 3. The totals in Tables 4 and 5 do not match the totals from the cost tables as the cost tables represent a standard 5 day assessment. The cost data in Tables 4 and 5 accurately reflects the cost changes based on the length of each event.

Impact/Return on Investment

Savings Cost Projections ATG

Recommendations and potential cost savings are presented in Table 4, which was compiled after analyzing the SOPs, divisional schedules and NECs for the command. The “Savings with in House Augments” column shows the potential savings if one augment was substituted with an in house augment for each line item or request. When it was found that there were no alternate augment replacements within the command, “Augment Needed” is indicated. When the location of the ship was in an area other than the home port, such as a new construction ship still in the ship yards, “No Local ATG, Augment Required” was indicated. The total savings for the replacement of augments with in house augments between April and December of 2013 was $67,894.50.
### Mitigation of Training and Assessments Costs

#### Table 4

<table>
<thead>
<tr>
<th>Event Start Date</th>
<th>Event End Date</th>
<th>Event Type</th>
<th>Event</th>
<th>Event Details</th>
<th>Number of Travellers</th>
<th>Sourcing ATG</th>
<th>Potential Replacements/ Suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>24-Apr-13</td>
<td>3-May-13</td>
<td>MOB-E</td>
<td>NEW ORLEANS</td>
<td>SUP CV 5 SMES, SAN DIEGO</td>
<td>ATGMP 3</td>
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<td>30-May-13</td>
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<td>MOB-E CV 4</td>
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<td>SWERVE</td>
<td>COMM 1.3</td>
<td>San Diego</td>
<td>ATGPNW 1</td>
<td>Security Manager</td>
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<tr>
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<td>MOB-E</td>
<td>VANGROD</td>
<td>COMM 1.4</td>
<td>San Diego</td>
<td>ATGPNW 1</td>
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<td>18-Oct-13</td>
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<td>GROECEY</td>
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<td>ATGMP 1</td>
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<td>RUSHMORE</td>
<td>MOB-E 1.0</td>
<td>San Diego</td>
<td>ATGMP 1</td>
<td>Augments needed</td>
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<td>28-Oct-13</td>
<td>1-Nov-13</td>
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<td>SWEAVE</td>
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<td>San Diego</td>
<td>ATGMP 1</td>
<td>Augments needed</td>
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<td>8-Nov-13</td>
<td>MOB-E</td>
<td>RUSHMORE</td>
<td>MOB-E 1.0</td>
<td>San Diego</td>
<td>ATGMP 1</td>
<td>Augments needed</td>
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<tr>
<td>4-Nov-13</td>
<td>8-Nov-13</td>
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<td>RUSHMORE</td>
<td>MOB-E 1.0</td>
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<td>Augments needed</td>
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<td>4-Nov-13</td>
<td>8-Nov-13</td>
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<td>RUSHMORE</td>
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<td>San Diego</td>
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<td>Augments needed</td>
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### ATG Cost Savings through Use of Cross Divisional Augments

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<th>Requesting ATG: San Diego</th>
<th>Savings with in House Augments</th>
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<td>ATG Cost Savings</td>
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<td>through Use of Cross</td>
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<td>Divisional Augments</td>
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### Table 4

#### ATG Cost Savings through Use of Cross Divisional Augments Cont...

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<tr>
<th>Date</th>
<th>Division</th>
<th>Augment Type</th>
<th>Site</th>
<th>Team Composition</th>
<th>ATG</th>
<th>Notes</th>
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<td>SOMERSET</td>
<td>MOB-E</td>
<td>1.0</td>
<td>5 SMEs</td>
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<td>SOMERSET</td>
<td>MOB-N</td>
<td>1.1</td>
<td>1 QM</td>
<td>ATGSD</td>
<td>No Local ATG, Augment Required</td>
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<td>11-Dec-13</td>
<td>VANDERGRIFT</td>
<td>MOB-E</td>
<td>1.3</td>
<td>1 EM, 1 EN</td>
<td>ATGMP</td>
<td>Augment needed</td>
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<td>VANDERGRIFT</td>
<td>SW</td>
<td>2.5</td>
<td>1 GM 0878</td>
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<td>AIR</td>
<td>10/1</td>
<td>AIR TEAM</td>
<td>ATGSD</td>
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<td>MOB-E</td>
<td>1.3</td>
<td>2 GSM/E, 1 EM</td>
<td>ATGMP</td>
<td>Augment needed</td>
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<td>COMSTOCK</td>
<td>SW</td>
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<td>1 GM 0864</td>
<td>ATGMP</td>
<td>1 EXPSAF AOC Steele if he was here then 1,908.65</td>
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<td>MOB-E</td>
<td>1.0</td>
<td>4 GSM/E</td>
<td>ATGMP</td>
<td>Augment needed</td>
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<td>MALIK ISLAND</td>
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<td>3 x DC</td>
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<td>11-Dec-13</td>
<td>2 SMEs</td>
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<td>2 EN</td>
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#### Savings Cost projections EAP

The augment for EAP assessors are ATG trainers who have previously qualified as an EAP assessor. These augments are located at the place of the event, and account for fewer EAP members who must travel to the assessment. The costs reflected in Table 14 represent the cost of travel to the assessment area multiplied by the number of augments available. The total savings...
Mitigation of Training and Assessments Costs

for EAP travel through the use of augments between April and December of 2013 was $50,339.84.

Table 5

**EAP Cost Savings through Use of EAP Qualified ATG Assessors**

<table>
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<tr>
<th>Event Start Date</th>
<th>Event End Date</th>
<th>SHIP</th>
<th>Event</th>
<th>Augments Used</th>
<th>Location of Event</th>
<th>Sourcing ATG</th>
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<td>24-Jun-13</td>
<td>25-Jun-13</td>
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<td>1.4</td>
<td>Dario</td>
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<td>9-Dec-13</td>
<td>10-Dec-13</td>
<td>JOHN S. MCCAINE</td>
<td>MOB-E</td>
<td>1.4</td>
<td>ATGMP</td>
<td></td>
<td>$2,065.50</td>
</tr>
<tr>
<td></td>
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<td>GSCM Morgan</td>
<td>ATGWP</td>
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<tr>
<td>12-Dec-13</td>
<td>13-Dec-13</td>
<td>CURTIS WILBUR</td>
<td>MOB-E</td>
<td>1.4</td>
<td>ATGMP</td>
<td></td>
<td>$2,065.50</td>
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<td></td>
<td></td>
<td></td>
<td>GSCS Alejo</td>
<td>ATGWP</td>
<td></td>
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</tr>
</tbody>
</table>

**TOTAL** $50,339.84

**Impact**

Although these numbers might vary slightly based on actual costs at that time, or based on the actual availability of recommended augments, this represents a significant no cost solution to the high cost problem. As one of the largest fleet concentration areas, San Diego has the largest ATG command of PACNORWEST. Trends show that there is a large influx of augments requested near the holiday season as ships are trying to complete their training and assessments before ATG and EAP commence the holiday stand down. While the results of Table 4 and Table 5 show numerous options for augments are available, the trainer’s schedule must be considered. Throughout the month of October and November, almost every trainer was conducting an event. In addition to the events being conducted, the trainers must complete the End of Mission reports.
Mitigation of Training and Assessments Costs

from the previous events. While it is important to utilize properly the assets of the command, it is also important to not over task them as this may affect their ability to produce quality work.

Application/Learning

To mitigate the high cost of travel and unforeseen externalities that might affect the training of the surface fleet, proper planning must take place. Some objectives can be met in the short term using assets already on hand while cross divisional training can be implemented as a long term objective.

Minimizing Costs Through Proper Planning

The immediate solution to reducing travel costs is to use augments within the command. Table 8 of the Supplemental Materials shows the NECs available at ATG San Diego. When looking for a qualified employee to assign to an event, however it is important to look not just for a particular qualification within the division, but throughout the command. By doing so when short on personnel, it is possible to find in house augments with the necessary qualifications, in another division. For EAP, it is necessary to inquire for EAP qualified trainers at the ATG command located at the assessment site.

Minimizing Costs Through Cross Training of Divisions

The long term solution to the reduction in travel costs is training individuals from other divisions which have equal or similar qualifications to those in Table 8. As new personnel arrive they bring with them many NECs that can be useful throughout the command. Rather than completing the minimum requirements for qualification in their division, they might also be able to achieve qualifications throughout the command related to the NECs they already carry. Additionally, to relieve the strict requirements within Table 7 SOP (Standard Operating Procedure), other NECs might be considered as comparable additions. For example, the SOP
Mitigation of Training and Assessments Costs

requires only one IS with a 3924 Operations Intelligence Analyst NEC to support all events for INTEL. Currently at ATGSD there are only three personnel with this NEC. To accommodate this, additional NECs carried within the command should be considered for acceptable alternates. In this case there is one 90SI Individual Global War On Terrorism Individual Augmentee/ILO Signal Intelligence Gathering NECs, three 9102 National OPELINT Analyst NECs and one 9138 Journeyman Analysis and Reporting NEC which all might be a comparable substitute.

Recommendations like this for various departments can be seen in Table 4.

Although it is impossible to eliminate much of the travel for EAP as it is the only Engineering Assessment command for the Pacific area, travel cost reduction can be achieved by qualifying ATG trainers at each fleet concentration area as an EAP Assessor. A training plan should be created to ensure that when EAP is present for a command’s assessment, trainers who are qualifying EAP Assessor are available for under instruction rides and oral boards as needed. Additionally, as more ATG trainers are qualified as EAP assessors, the concept of sending an EAP skeleton crew to an assessment with augments from the assessment area should be considered.

**Timeline/Implementation**

Implementation of the recommendations provided can be broken down into a process and managed within each division or overall as a command. The timeline for implementation in Figure 3 can begin immediately, though the results will develop over time as more information is gathered and as more recommendations are implemented.
Mitigation of Training and Assessments Costs

<table>
<thead>
<tr>
<th>Milestone</th>
<th>1 Designate Working Groups</th>
<th>2 Review and Compare NECs for Potential Cross Training</th>
<th>3 Re-Organize SOP Based off Milestone 2</th>
<th>4 Create New Instruction Based off of Milestone 3</th>
<th>5 Training</th>
<th>6 Collect ROI Data (Ongoing)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

Figure 3. Timeline for Implementation.

Measuring/Contingency

Once milestones 1-5 of Figure 3 have been completed, data collection in milestone 6 can be conducted in order to measure the effectiveness of recommendations. This procedure can be completed in the same manner as the ROI was calculated for the results in tables 4 and 5. The augments in which data would be gathered for would be those which were approved due to the restructure of the new SOP. For each augment found in house, there are measurable savings due to the restructure of the SOP. As time passes, this information will compile producing greater returns.

In the event that the SOP cannot be restructured effectively, or there are still not enough applicable NECs to augment from within the command, other measures must be taken. Self preparation by the ship with the help of the ISIC plays a large role in saving money in augments as well as accurate readiness reporting by both trainers and the ISIC. By doing so, this will eliminate repeat trips of augments and assessors to re-conduct training or assessments. Proper planning for the most effective use of trainers and augments will reduce costs. For example, it is more cost effective to plan for one assessment team or trainer to conduct multiple assessments or training events, rather than fly out multiple teams at different times. While this type of planning
Mitigation of Training and Assessments Costs
does not change costs such as per diem and lodging, it does eliminate the need for purchasing extra airline tickets for an additional team.

Summary

The information regarding the cost benefits of cross departmental training presents an effective way to reduce the use of augments. As with all studies, the end results are subject to the information provided. Recommendations can be made regarding trainer substitutes by NEC, however, the actual availability within the command of a qualified trainer meeting those NEC requirements varies. In order to apply this study across other ATG commands in detail, it is necessary to have an accurate trainer schedule. The difficulty in acquiring this information is that not all departments or divisions maintain their schedules in the same manner. While some keep schedules for many years into the past, others delete them as soon as the week has passed. Additionally, the gain and rotation date of each trainer is not always reflected in the schedule.

While the information regarding qualifications within the command is accurate, there may be some variation in the schedules used to determine availability of trainers. Changes in the trainers’ schedules might change at the last minute, and this may not be reflected in the departmental or divisional schedules. Also, this information may not be passed along to those requesting augments, resulting in unnecessary funding of augments. The most useful improvement to the information gathered in future analysis includes the standardization of the trainer/assessor schedule. Other improvements such as including NECs applicable to the various mission areas within the command by each trainer’s name would help identify potential in house augments. Finally, constant communication regarding the status of and need for augments will help avoid unnecessary funding. In the event that an augment arrives after the notification of a canceled training event or assessment, the trainer should return to their command immediately,
Mitigation of Training and Assessments Costs

or the determination to use them as an augment for another assessment running concurrently should be assessed for cost effectiveness.

An internal assessment within each department would also be beneficial in expanding the current SOP Manpower Requirements shown in Table 7. There are many unused resources in the form of NECs held at the command that are not included in the current SOP. While some requirements may be very specific, even small changes to include other NECs might ease the need for augment. A plan for internal assessment should start with a review of current NECs required within the department or division and a review of possible NECs that might compliment or substitute current requirements. Once this information has been gathered, a cost benefit analysis can be conducted. If there are satisfactory substitutes to the currently required NECs, the command might consider updating the current SOP to include these. This will ensure maximum use of NECs within the command and increase the ability to cross train within the different departments.

In order to continue the qualification of ATG trainers as EAP qualified assessors, an up to date training plan should be maintained and closely monitored and compared to the assessment calendar. Cost effectively qualifying trainers as assessors, requires under instruction rides be conducted while the assessors are already at the location of the trainer for the purpose of the assessment. Providing funding for the trainer to fly to San Diego to conduct under instruction rides is another option to achieve under instruction rides; however, this should be done only when there are very few opportunities to conduct training locally.

Upon completion of the internal review of each department, standardization of cross departmental training and use of augment might be implemented throughout the command.
Mitigation of Training and Assessments Costs

Some recommendations include an update of the SOP Manpower Requirements, a pre-augment request checklist and an update to the Assessor/Trainer qualification requirements.

These recommendations for implementation of improvements can be made at the command wide level or at the department level which might provide more detail. The SOP is a command wide document; however input at the departmental level is required to effect changes. Additionally, it is through the subject matter expertise of the individuals in each department that sound recommendations can be made for possible additions to current NEC requirements and are selected. By updating the Assessor/Trainer Qualification Requirements in Table 6 to reflect cross departmental qualifications and EAP Assessor qualifications, there is more responsibility for the trainers to continue the development of their qualifications in support of the command and ultimately fleet readiness. A command or department wide instruction can also be created to compliment the Assessor/Trainer Qualification Requirements. The instruction will further outline the need for and plan to continue training throughout the command’s departments. Finally, by utilizing an augment request checklist, there is accountability that the requestor thoroughly reviews the available personnel within the command and follows the process until completion. This ensures any last minute changes in the need for an augment can be forwarded to the appropriate personnel.

The cost benefits of the implementation of one or all of these recommendations will be useful in cost savings as well as increasing qualifications within the command. While this study was conducted on a command wide level, it would help the command to have each department take a similar look at the feasibility of the proposed recommendations. Not only would this provide a more objective view on the return on investments, but also the feasibility with the current manpower. If the manpower of the command does not support the implementation of
Mitigation of Training and Assessments Costs

these recommendations and they are implemented despite this fact, the potential for the quality of training and assessment of readiness for each ship might suffer. A balance is necessary between quality of work, life and the measures taken to affect cost savings.
Mitigation of Training and Assessments Costs

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http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=2&sid=c4e0f840-91a6-4910-a94e-03f6b918b9a3%40sessionmgr4002&hid=4201

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## Mission Area Trainer-Assessor Qualification Requirements

### DEPT: COMMAND-WIDE

<table>
<thead>
<tr>
<th>Mission Area</th>
<th>Qualification Title</th>
<th>Time to Achieve Qualification</th>
<th>Remarks As Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Command-wide</td>
<td>ATG CORE JQR</td>
<td>3 MONTHS</td>
<td>Complete ATG JQR, Pre-requisite: Must hold NEC 9502</td>
</tr>
<tr>
<td>Command-wide</td>
<td>SDI</td>
<td>6 MONTHS</td>
<td>E-7 with 1 year at ATG, all E-8, O1 thru O4.</td>
</tr>
<tr>
<td>Command-wide</td>
<td>ASID</td>
<td>12 MONTHS</td>
<td>All hands</td>
</tr>
<tr>
<td>Command-wide</td>
<td>Afloat Training Specialist</td>
<td>18 MONTHS</td>
<td>All hands</td>
</tr>
</tbody>
</table>

### DEPT: N3 (TRAINING LIAISON OFFICERS)

<table>
<thead>
<tr>
<th>Mission Area</th>
<th>Qualification Title</th>
<th>Time to Achieve Qualification</th>
<th>Remarks As Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>Training Liaison Officer</td>
<td>45 DAYS</td>
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### DEPT: N41 (LOGISTICS TRAINING)

<table>
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<th>Mission Area</th>
<th>Qualification Title</th>
<th>Time to Achieve Qualification</th>
<th>Remarks As Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply S-2</td>
<td>SUPPLY S-2 Trainer / Assessor</td>
<td>45 DAYS</td>
<td>Must Complete ATG SD S-2 Trainer PQS and four U/I rides, and hold 9502, 9595, and 2829 NEC</td>
</tr>
<tr>
<td>Supply S-3</td>
<td>SUPPLY S-3 Trainer / Assessor</td>
<td>45 DAYS</td>
<td>Must Complete ATG SD S-3 Trainer PQS and four U/I rides, and hold 9502, 3529, and 3527 NEC</td>
</tr>
</tbody>
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### DEPT: NBD (TOPSIDE TRAINING)

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<th>Qualification Title</th>
<th>Time to Achieve Qualification</th>
<th>Remarks As Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOB-N</td>
<td>MOB-N Assessor/Instructor</td>
<td>6 MONTHS</td>
<td>E-6 or above, 9502 NEC</td>
</tr>
<tr>
<td>MOB-S</td>
<td>MOB-S Assessor/Instructor</td>
<td>6 MONTHS</td>
<td>E-6 or above, 9502 NEC</td>
</tr>
<tr>
<td>SAR</td>
<td>TYCOM SAR Evaluator</td>
<td>4 MONTHS</td>
<td>IAW OPNAVINST 3130.6E, must have NEC 0170/9502 and have &quot;substantial fleet experience with Search and Rescue&quot;</td>
</tr>
<tr>
<td>XBSS</td>
<td>Anti-Terrorism Instructor/Assessor</td>
<td>3 MONTHS</td>
<td>Team Lead, E-5 and above, JQR for team member</td>
</tr>
<tr>
<td>AT</td>
<td>VBSS Instructor/Assessor</td>
<td>3 MONTHS</td>
<td>9501, 9502 (or 9502 NEC E-6 &amp; above for Team Lead)</td>
</tr>
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### DEPT: NBB (AVIATION TRAINING)

<table>
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<tr>
<th>Mission Area</th>
<th>Qualification Title</th>
<th>Time to Achieve Qualification</th>
<th>Remarks As Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIR</td>
<td>Aviation Officer (Pilot)</td>
<td>2 MONTHS</td>
<td>JQR for Team Lead; E-5 and above, JQR for team member</td>
</tr>
<tr>
<td>AIR</td>
<td>Aviation Officer (Pilot)</td>
<td>3 MONTHS</td>
<td>JQR for Team Lead; E-5 and above, JQR for team member</td>
</tr>
<tr>
<td>AIR</td>
<td>CVN TLO</td>
<td>2 MONTHS</td>
<td>9501, 9502 (CVN experience preferred)</td>
</tr>
<tr>
<td>AIR</td>
<td>ABH - Team Member</td>
<td>3 MONTHS</td>
<td>NEC 9502</td>
</tr>
<tr>
<td>AIR</td>
<td>ABF - Team Member</td>
<td>3 MONTHS</td>
<td>NEC 9502</td>
</tr>
<tr>
<td>AIR</td>
<td>ABF - CVN Team Member</td>
<td>3 MONTHS</td>
<td>NEC 9502</td>
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### ENGINEERING ASSESSMENTS PACIFIC (EAP)

<table>
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<th>Mission Area</th>
<th>Qualification Title</th>
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<th>Remarks As Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOB-E</td>
<td>Damage Control Assessor</td>
<td>3 MONTHS</td>
<td>INSTRUCTION RIDES / 1 CHECK RIDE / ORAL BOARD</td>
</tr>
<tr>
<td>MOB-E</td>
<td>Gas Turbine Assessor</td>
<td>3 MONTHS</td>
<td>INSTRUCTION RIDES / 1 CHECK RIDE / ORAL BOARD</td>
</tr>
<tr>
<td>MOB-E</td>
<td>Gas Turbine Generator Assessor</td>
<td>3 MONTHS</td>
<td>INSTRUCTION RIDES / 1 CHECK RIDE / ORAL BOARD</td>
</tr>
<tr>
<td>MOB-E</td>
<td>Steam Assessor</td>
<td>3 MONTHS</td>
<td>INSTRUCTION RIDES / 1 CHECK RIDE / ORAL BOARD</td>
</tr>
<tr>
<td>MOB-E</td>
<td>Diesel Assessor</td>
<td>3 MONTHS</td>
<td>INSTRUCTION RIDES / 1 CHECK RIDE / ORAL BOARD</td>
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### DEPT: NB2 (ENGINEERING TRAINING)

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<tr>
<th>Mission Area</th>
<th>Qualification Title</th>
<th>Time to Achieve Qualification</th>
<th>Remarks As Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOB-E (Gas Turbine)</td>
<td>ENG (GT) TEAM MEMBER</td>
<td>4 MONTHS</td>
<td>Complete ATG JQR and pass ATG GT Team oral board, Pre-requisite: Must hold EOOW letter and NEC 9502</td>
</tr>
<tr>
<td>MOB-E (Gas Turbine)</td>
<td>ENG (GT) ASSESSOR</td>
<td>18 MONTHS</td>
<td>Complete EAP JQR and pass EAP oral board, Pre-requisite: Must hold EOOW letter and NEC 9502</td>
</tr>
<tr>
<td>MOB-E (Gas Turbine)</td>
<td>ENG (GT) ASSESSOR</td>
<td>18 MONTHS</td>
<td>Complete EAP JQR and pass EAP oral board, Pre-requisite: Must hold EOOW letter and NEC 9502</td>
</tr>
<tr>
<td>MOB-E (Gas Turbine)</td>
<td>ENG (GT) ASSESSOR</td>
<td>12 MONTHS</td>
<td>Complete EAP JQR and pass EAP oral board, Pre-requisite: Must hold EOOW letter and NEC 9502</td>
</tr>
<tr>
<td>MOB-E (Steam)</td>
<td>ENG (Steam) TEAM MEMBER</td>
<td>12 MONTHS</td>
<td>Complete ATG JQR and pass ATG Steam Team oral board, Pre-requisite: Must hold EOOW letter and NEC 9502</td>
</tr>
<tr>
<td>MOB-E (Steam)</td>
<td>ENG (Steam) ASSESSOR</td>
<td>12 MONTHS</td>
<td>Complete ATG JQR and pass ATG Steam Team oral board, Pre-requisite: Must hold EOOW letter and NEC 9502</td>
</tr>
<tr>
<td>MOB-E/0</td>
<td>DC ASSESSOR/TRAINER</td>
<td>12 MONTHS</td>
<td>Complete ATG JQR and pass ATG Steam Team oral board, Pre-requisite: Must be Team Member qualified</td>
</tr>
<tr>
<td>MOB-D</td>
<td>DC TEAM LEAD</td>
<td>6 MONTHS</td>
<td>Complete ATG JQR and pass ATG Steam Team oral board, Pre-requisite: Must be Team Member qualified</td>
</tr>
<tr>
<td>FS-O-M</td>
<td>MED ASSESSOR</td>
<td>45 DAYS</td>
<td>Complete ATG JQR and oral board.</td>
</tr>
<tr>
<td>FS-O-M</td>
<td>MED TEAM LEAD</td>
<td>45 DAYS</td>
<td>Complete ATG JQR and oral board.</td>
</tr>
<tr>
<td>JM</td>
<td>JM TEAM LEAD</td>
<td>2 MONTHS</td>
<td>Complete ATG JQR 303</td>
</tr>
<tr>
<td>JM</td>
<td>JM ASSESSOR</td>
<td>3 MONTHS</td>
<td>Complete ATG JQR 302</td>
</tr>
<tr>
<td>JM</td>
<td>JM TEAM LEAD</td>
<td>6 MONTHS</td>
<td>MUST HOLD NEC 9517 AS A PRE-REQUISITE; COMPLETED ATG JQR 303</td>
</tr>
</tbody>
</table>
### Table 6

**Mission Area Trainer-Assessor Qualification Requirements Continued**

<table>
<thead>
<tr>
<th>DEPT: NB1 (COMBAT SYSTEMS TRAINING)</th>
<th>MISSION AREA</th>
<th>QUALIFICATION TITLE</th>
<th>TIME TO ACHIEVE QUALIFICATION</th>
<th>REMARKS AS APPLICABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SW</td>
<td>SSEE Operator</td>
<td>3 MONTHS</td>
<td>NEC 9502; Complete ATG Underway Instructor JQR; PQS qualified from previous command as SSEE Operator</td>
<td></td>
</tr>
<tr>
<td>SW</td>
<td>SSEE Supervisor</td>
<td>3 MONTHS</td>
<td>NEC 9502; Complete ATG Underway Instructor JQR; PQS qualified from previous command as SSEE Supervisor</td>
<td></td>
</tr>
<tr>
<td>SW</td>
<td>Tactical SIGINT Supervision (TSS)/NTDS</td>
<td>3 MONTHS</td>
<td>NEC 9502; Complete ATG Underway Instructor JQR; PQS qualified from previous command as TSS Console Supervisor/Operator</td>
<td></td>
</tr>
<tr>
<td>EW</td>
<td>EW Supervisor</td>
<td>3 MONTHS</td>
<td>NEC 9502; Complete ATG EW EWS Instructor JQR; PQS qualified from previous command</td>
<td></td>
</tr>
<tr>
<td>EW</td>
<td>MK-51 DDS Safety Observer</td>
<td>3 MONTHS</td>
<td>NEC 9502; Complete ATG EW EWS Instructor JQR; QUALCERT 50 qualified for Decays from previous command</td>
<td></td>
</tr>
<tr>
<td>EW</td>
<td>EW Producer</td>
<td>3 MONTHS</td>
<td>Must hold EW EWS Instructor JQR; PQS qualified from previous command and hold the following NEC's: 0878, 0879, 0880</td>
<td></td>
</tr>
<tr>
<td>BM</td>
<td>IDS Assessor</td>
<td>3 MONTHS</td>
<td>Must hold BMD ACD (BMD tour in a BMD combatant); Must hold TAO letter; Must attend BMD TACOPS course.</td>
<td></td>
</tr>
<tr>
<td>BM</td>
<td>EWS Assessor</td>
<td>3 MONTHS</td>
<td>NEC 9502; Complete ATG Underway Instructor JQR; PQS qualified from previous command and hold the following NEC's: 0878, 0879, 0880</td>
<td></td>
</tr>
<tr>
<td>BM</td>
<td>EW Producer</td>
<td>3 MONTHS</td>
<td>NEC 9502; Complete ATG Underway Instructor JQR; PQS qualified from previous command and hold the following NEC's: 0878, 0879, 0880</td>
<td></td>
</tr>
<tr>
<td>BM</td>
<td>AAWC Assessor</td>
<td>3 MONTHS</td>
<td>NEC 9502; Complete ATG Underway Instructor JQR; PQS qualified for AAWC</td>
<td></td>
</tr>
<tr>
<td>BM</td>
<td>RSC Assessor</td>
<td>3 MONTHS</td>
<td>Attend TACOPS course; NEC 9502; Complete ATG Underway Instructor JQR; PQS qualified from previous command</td>
<td></td>
</tr>
<tr>
<td>BM</td>
<td>MEE Assessor</td>
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**Note:** NEC 9502 NEC required/Complete ATG Underway Instructor JQR; PQS qualified for CSOSS Area Supervisor and hold the following NEC’s: 0814, 0878, 0879, 0880.
## Mitigation of Training and Assessments Costs

### Table 7

#### Standard Operating Procedure Manpower Requirement

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<th>Mission Area</th>
<th>Requirement</th>
<th>O&amp;M</th>
<th>Certification Validation</th>
<th>Mitigation of Training and Assessments Costs</th>
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*Note: The table includes detailed manpower requirements and certifications for various mission areas, focusing on planning and ensuring adequate personnel for operational readiness and cost mitigation. The requirements are categorized by mission area and include details on certification validation and standard operating procedures.*
## Mitigation of Training and Assessments Costs

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**Note:** The table details the manpower requirements and time frames for various training and certification activities across different mission areas. The entries include specific days and in-port or at-sea conditions as specified in the context of the mission area.
### Table 7: Mitigation of Training and Assessments Costs

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**Note:** The table above outlines the mitigation measures taken to reduce the costs associated with training and assessments for the various mission areas. Each entry in the table specifies the mission area, the activity details, the duration of the activity, the cost implications, and any relevant remarks.
## Mitigation of Training and Assessments Costs

### Table 7

**Standard Operating Procedure Manpower Requirement**

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Mitigation of Training and Assessments Costs

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Mitigation of Training and Assessments Costs

Table 8

NEC Inventory of ATG San Diego Cont...

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Mitigation of Training and Assessments Costs

Table 8

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### NEC Inventory of ATG San Diego Cont...

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#### Required NEC's at ATG (ATGSD - 49365)

**Updated from EDVR: 2014/1/10**

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### 017 - MINESWEEPING BOATSWAIN'S MATE

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### 0170 - SURFACE RESCUE SWIMMER

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### 01707 - SUPERVISORY AIR INTERCEPT CONTROLLER

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<td>01707</td>
<td>SUPERVISORY AIR INTERCEPT CONTROLLER</td>
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### 0324 - ASW/ASUW TACTICAL AIR CONTROLLER (ASTAC)

<table>
<thead>
<tr>
<th>NEC Code</th>
<th>NEC Description</th>
<th>NEC holders</th>
</tr>
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<tbody>
<tr>
<td>0324</td>
<td>ASW/ASUW TACTICAL AIR CONTROLLER (ASTAC)</td>
<td></td>
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</tbody>
</table>

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<table>
<thead>
<tr>
<th>NEC Code</th>
<th>NEC Description</th>
<th>NEC holders</th>
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<tbody>
<tr>
<td>0107</td>
<td>MINESWEEPING BOATSWAIN'S MATE</td>
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</tr>
<tr>
<td>0110</td>
<td>SURFACE RESCUE SWIMMER</td>
<td></td>
</tr>
<tr>
<td>0117</td>
<td>SUPERVISORY AIR INTERCEPT CONTROLLER</td>
<td></td>
</tr>
<tr>
<td>0324</td>
<td>ASW/ASUW TACTICAL AIR CONTROLLER (ASTAC)</td>
<td></td>
</tr>
</tbody>
</table>

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**NEC Inventory of ATG San Diego Cont...**
## Mitigation of Training and Assessments Costs

### Table 8

**NEC Inventory of ATG San Diego Cont...**

<table>
<thead>
<tr>
<th>NEC Code</th>
<th>Description</th>
<th>Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>0348</td>
<td>MULTI-TACTICAL DIGITAL INFORMATION UNK OPERATOR (TADIL)</td>
<td>PL OS1 WEATHERS (FEB14) PL OSC SILVA (MAR14) PL OSC SILVA (MAY14) PL OSC DEASON (JUL16) PL OSC LOCKHART (JUN16) PL OSC NAIRINOSSE (JUN16) PL OSC MANNING (JUN16) PL OSC NAIRINOSSE (JUN16) PL OSC LOCKHART (JUN16)</td>
</tr>
<tr>
<td>0812</td>
<td>SMALL ARMS MARKSMANSHIP INSTRUCTOR</td>
<td>PL GMC FLADER (MAR14) PL GMC TURNER (JUL14) PL GMC WILLIAMS (JUL14)</td>
</tr>
<tr>
<td>0814</td>
<td>CREW SERVED WEAPONS (CSW) INSTRUCTOR</td>
<td>PL GMC FLADER (MAR14) PL GMC TURNER (JUL14) PL GMC LAWRENCE (OHSAT)</td>
</tr>
<tr>
<td>0878</td>
<td>OTO MELARA 76 MM/62 CALIBER GUN MOUNT MK-75 MODS 0/1 MAINTENANCEMAN</td>
<td>GMCS SAKARA (JUL14)</td>
</tr>
<tr>
<td>0879</td>
<td>5&quot;/54 CALIBER GUN SYSTEM MK-45 MOD 1 AND 2 MAINTENANCEMAN</td>
<td>GMCS SAKARA (JUL14) GMC MORGAN (OHSAT)</td>
</tr>
<tr>
<td>0979</td>
<td>MK-41 VLS BASELINE IV THROUGH VII TECHNICIAN</td>
<td>GMC HARP (SEP15)</td>
</tr>
<tr>
<td>0980</td>
<td>MK-41 VERTICAL LAUNCHING SYSTEM MAINTENANCE TECHNICIAN</td>
<td>GMC TREVISELLE (JUL14)</td>
</tr>
<tr>
<td>0981</td>
<td>MK-41 VERTICAL Launching System Maintenance Technician</td>
<td>PL OS1 WEATHERS (FEB14)</td>
</tr>
<tr>
<td>0982</td>
<td>AN/SGQ-84(V)15 SURFACE SHIP USW COMBAT SYSTEMS JOURNEYMAN</td>
<td>PG OS1 BRYAN (MAR17)</td>
</tr>
<tr>
<td>0983</td>
<td>ADVANCED UNDERSEA MK-46 MAINTENANCE WEAPONSMA</td>
<td>1120 - GCS MK-160 MOD 4 FIRE CONTROL TECHNICIAN</td>
</tr>
</tbody>
</table>

**NEC Code** identifies the specific NEC code for each position.

**Description** provides the role or position name.

**Personnel** lists the names and corresponding months of training for each individual.
## Mitigation of Training and Assessments Costs

### Table 8

**NEC Inventory of ATG San Diego Cont...**

<table>
<thead>
<tr>
<th>NEC Number</th>
<th>System Description</th>
<th>Date(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1122*</td>
<td>PHALANX CLOSE-IN WEAPON SYSTEM MK 15 MOD 21, 22, AND 25 (BLOCK II)</td>
<td></td>
</tr>
<tr>
<td>1129</td>
<td>TRANSMISSION SYSTEM TECHNICIAN</td>
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<tr>
<td>1136</td>
<td>TACTICAL TOMAHAWK WEAPON CONTROL SYSTEM (TTWCS) OPERATION A</td>
<td></td>
</tr>
<tr>
<td>1143</td>
<td>AEGIS FIRE CONTROL SYSTEM MK 99/OPERATIONAL TEST SYSTEM MK 1-5</td>
<td></td>
</tr>
<tr>
<td>1146*</td>
<td>GUN COMPUTER SYSTEM (GCS) MK 160 MOD 9/10 FIRE CONTROL TECHNIC</td>
<td></td>
</tr>
<tr>
<td>1149*</td>
<td>IMPROVED POINT DEFENSE TARGET ACQUISITION SYSTEM MK-23 (IPD/TAS)</td>
<td></td>
</tr>
<tr>
<td>1157*</td>
<td>IMPROVED SELF DEFENSE SURFACE MISSILE SYSTEM TECHNIC</td>
<td></td>
</tr>
<tr>
<td>1169</td>
<td>HARPON (AN/SQQ-32) MINEHUNTING SONAR SET OPERATOR (MSS)</td>
<td></td>
</tr>
<tr>
<td>1204</td>
<td>AGCS MX 86 MOD 9 SYSTEMS TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>1279*</td>
<td>NETWORK SECURITY VULNERABILITY TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>1281*</td>
<td>ADVANCED NETWORK ANALYST</td>
<td></td>
</tr>
<tr>
<td>1243</td>
<td>COMMUNICATIONS EQUIPMENT (WSC-3/UHF DAMA) TECHNICIAN</td>
<td></td>
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<tr>
<td>1324</td>
<td>- AEGIS WEAPONS SYSTEMS TECHNICIAN TRACK 3</td>
<td></td>
</tr>
<tr>
<td>1329*</td>
<td>OVER THE HORIZON-TARGETING (OTH-T) SUPERVISOR</td>
<td></td>
</tr>
<tr>
<td>1336*</td>
<td>INFORMATION SYSTEMS ADMINISTRATOR (IAT II)</td>
<td></td>
</tr>
<tr>
<td>1379*</td>
<td>RELATIONAL SUPPLY UNIT ADVANCE TECHNICAL SPECIALIST</td>
<td></td>
</tr>
</tbody>
</table>

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**NOTE:** Refer to the NEC Inventory for full details and training locations.
### NEC Inventory of ATG San Diego Cont...

#### 4206 - SENIOR ENLISTED ENGINEER
- GSEC ZEPPENFELDT (JAN14)
- PL MMCS MALICDEM (MAR14)
- PL GSCS LARDIZABAL (MAR14)
- PL ENCS CONLEY (MAY14)(D)
- PL EMC RELUCIO (JUL14)
- PL GSMC WILLIAMS (SEP14)
- ENCS GENOUS (SEP14)
- MMC STANTON (OCT14)
- MMCS JOSEF (JUL14 / JUL17)
- GSEC SIBAYAN (JUL14 / JUL17)
- PG ENC AMBER R. (FEB14 / NOV17)
- PG ENC ROMEO H (JAN14)
- PG ENC ROMEO D (APR15)

#### 3131 - SHIPS STORE AFLOAT RESALE OPERATIONS MANAGEMENT (ROM) II MANAGER
- SHC QUAMINA (MAR15)
- SHC ELENES (MAR15)
- SHC SINGSON (SEP15)
- PG SHC LAI (JAN14 / FEB17)

#### 3529 - WARDROOM/GALLEY SUPERVISOR
- CSCS DEAN (MAR15)
- CSCM HARRIS (AUG15)
- CSC METZ (FEB16)
- CSC TRINIDAD (DEC16)
- PG CSC BLUE (OCT16)

#### 3924 - OPERATIONAL INTELLIGENCE (OPINTEL) ANALYST
- ISC JOHNSON (NOV15)
- ISC ROSS (NOV15)
- ISC VANHOOSER (JAN16)
- PG ISC HILL (MAR14 / MAR17)
- PG ISC SKEEN (MAR14 / MAR17)
- 4136 - MARINE GAS TURBINE INSPECTOR
### NEC Inventory of ATG San Diego Cont...

#### 4324 - MCM PROPULSION TECHNICIAN
- PL ENC TAIT (FEB14)
- ENC RAMOS (APR15)
- ENC BROWNING (JUL15)
- EM1 LEE (FEB16)
- EMC HERNANDEZ (MAY16)
- EM CHAVEZ (MAY16)

#### 4784 - MCM-ICL CONSOLE MAINTENANCE

#### 4811* - SENIOR ENLISTED DAMAGE CONTROL PROGRAM MANAGEMENT AND TRAINING SPECIALIST
- DC1 PARGUEZ (MAY15)
- DC1 PATTERSON (FEB16)
- DC1 KACZMARCZYK (APR16)
- DC1 MOREY (MAY16)
- PG DCCS LOPEZ (JAN14 / FEB17)
- PG DCC BALDON (APR14 / MAY17)
- PG DCC ORTIZ (JUN14 / JUL17)
- PG DCC HARTLEY (JUL14 / JUL17)
- PG DCC BRADLEY (JUL14 / JUL17)
- PG DCCS TINKLE (JUL14 / AUG17)

#### 7011 - SHIPBOARD AIRCRAFT RESCUE, FIREFIGHTING AND SALVAGE SPECIALISTS
- ABHC VILLAHERMOSA (OCT15)
- ABHC GARDNER (APR16)
- ABHC TALAVERA (JAN14 / FEB17)
- ABHC ESTRADA (MAR14 / MAR17)

#### 7022 - AVIATION FUELS MAINTENANCE TECHNICIAN
- ABFCS WARE (NOV16)

#### 8425 - SURFACE FORCE INDEPENDENT DUTY CORPSMAN
- HC CHESTER (AUG14)
- HMC GOLDENBY (OCT15)
- HMC MURDOCK (JAN16)
- HMC MILLER (APR16)
- HMC BAUER (JUN16)
- HMC FULFORD (AUG16)
- HMC CASARES (SEP16)
- PG HMC OSAZUWA (MAR14 / MAY17)
- PG HMC SARY (JUN14 / JUN17)
- PG HMC BROWN (NOV14 / NOV17)

#### 9131 - COMBAT DIRECTION FINDING SYSTEM (AN/SRS-1) OPERATOR
- CTRC LONSBERRY (NOV15)

#### 9132 - Afloat Cryptologic Manager
- CTRCS MORRI (AUG16)
- PG CTRC MAREE (JAN14 / FEB17)
- PG CTRC MARTINEZ (APR14 / MAY17)

#### 9136 - TACTICAL EXPLOITATION SYSTEM (TES) OPERATOR
- CTRC WRIGHT (SEP14)
- CTRC LONSBERRY (NOV15)
- CTRC MAREE (JAN14 / FEB17)

#### 9150 - MARITIME CRYPTOLOGIC SYSTEMS (SHIP’S SIGNAL EXPLORATION EQUIPMENT)
- CTRC WRIGHT (SEP14)
- CTRC LONSBERRY (NOV15)
- CTRC MAREE (JAN14 / FEB17)

#### 9501 - ANTI-TERRORISM TRAINING SUPERVISOR INSTRUCTOR
- PL GMC FLADER (MAR14 / MAR15)
- PL GMC TURNER (JUL14)
- PL GMC LAWRENCE (JUL14 / OCT15)
- MCM LEE (JAN15)
- MCM MILLER (APR16)
- MCM HUNTER (AUG16)
- MCM POWELL (SEP16)
- PG GMC VALIQUETTE (DEC14)

#### 9511 - COMBAT DIRECTION FINDING SYSTEM (AN/SRS-1) SUPERVISOR
- PG HMC BROWN (NOV14 / NOV17)

#### 9513 - MARITIME CRYPTOLOGIC SYSTEMS (SHIP’S SIGNAL EXPLORATION EQUIPMENT)
- PG HMC BROWN (NOV14 / NOV17)