



Navy Warfare Development Center Quarterly NEWSLETTER

FROM INNOVATION, A STRONGER FLEET

January / February / March 2023

DIRECTOR'S CORNER

Happy New Year!

This year is shaping up to be a very exciting year for NWDC, but before getting to 2023 let's take a quick review of 2022. Last year was a period of significant change for the command as we took on our new name, Navy Warfare Development Center, on October 1st to coincide with the transition from a 2-Star to SES-led organization. Another big change, and one that indicated the importance Navy leadership places on NWDC, was the transfer of the Maritime Operations Center Training and Exercise Team (MOC TET) from USFFC to NWDC. Bringing the MOC TET to NWDC linked them with our Concept, Doctrine and Wargaming Teams to complete the Operational Level of War (OLW) continuum.

As we move into 2023, there are several major events on our horizon that will showcase the value NWDC provides to the fleet, the most significant being the hosting of LSE 2023 in August. Other major events include the continuation of our Advanced Warfighting Summit series for Strike Group Commanders, a full schedule of MOC certifications, growth in the MAKO-series of training exercises designed to improve the ability of reservists to augment MOC operations during a crisis, a revised Lessons Learned program that strengthens support for CNO's "Get Real, Get Better" initiative, upgrades to our Lessons Learned and Navy Warfare Library online systems to improve ease of use for fleet Sailors, as well as new concept and doctrine publications that will provide inspiration and guidance to the fleet as they prepare to fight and win our nation's wars at sea.

I am very proud and extremely privileged to serve as the NWDC Director. With much to look forward to, let's make 2023 a year to remember!

Michael Durkin, Director

N7 C5F (MOC) Certification

NWDC recently conducted its first fleet maritime operations center (MOC) certification since incorporating the MOC training and exercise team in January 2022. In November, Commander FIFTH Fleet (C5F) and the MOC TET completed C5F's MOC certification, culminating a two year training continuum. The final event in the MOC training process was wrapped up in conjunction with exercise INTERNAL LOOK 23.
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OPERATIONAL TRAINING AND EXERCISE PROGRAM

**"WE DON'T RISE TO THE LEVEL OF OUR EXPECTATIONS,
WE FALL TO THE LEVEL OF OUR TRAINING"**

-ARCHILOCHUS



N2

The Information Warfare Directorate's Red Cell supported fleet training, exercises, and war games.
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N3

NWDC conducted the semi-annual Warfighting Development Center Leadership Huddle and Advanced Warfighting Summit at Naval Surface and Mine Warfighting Development Center in San Diego.
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N5

Doctrine Directorate hosted the Republic of Korea Navy's Naval Force Analysis Test Evaluation Group for the 13th Annual Doctrine Cooperation Conference.
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N8

Fleet Experimentation Directorate is adopting an agile experimentation cycle for FY23 and the Navy's Fleet Experimentation program.
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N7: C5F MOC Certification

Navy Warfare Development Center recently completed its first fleet maritime operations Center (MOC) certification since incorporating the MOC training and exercise team into the Center in January 2022. In November, Commander FIFTH Fleet (C5F) and the Navy MOC TET completed C5F's MOC certification, in conjunction with exercise INTERNAL LOOK 23, culminating a two year training continuum. The purpose of the MOC certification was to assess C5F alignment with the MOC standardization manual, determine Navy resourcing shortfalls, and identify operational gaps.

The MOC standardization manual sets a benchmark of 80% consistency for each fleet MOC in relation to the standard mission, functions, mission essential tasks (MET) and supporting tasks. A fleet headquarters is considered to be consistent with the MOC standard if it demonstrates at least 80% of the supporting tasks defined in the MOC standard required to conduct its operational mission. However, each fleet should be resourced to 100% of their requirements.

MOC certification consists of two primary activities: a consistency and advocacy visit (CAV) and a performance observation event (POE). The CAV determines the MOC's consistency with the MOC standard with regard to missions, functions, and tasks (MFT). During the CAV, the MOC TET gathers manning, training, and equipping (MTE) data from the fleet staff to identify resourcing shortfalls. During the CAV, the MOC TET also provides MOC academics and effective practices training.

The POE is the culminating event of the MOC training continuum. The POE provides each commander an opportunity to assess the readiness of the fleet headquarters to command and control maritime forces in a complex, high-tempo operational environment. It also provides one of the best training environments during the training continuum to increase staff proficiency. The POE challenges the Fleet headquarters to command and control assigned forces during anticipated operational missions, ideally as a rehearsal of actual supporting plans to published operation plans (OPLANS)/ concept plans (CONPLANS).

To wrap up the MOC certification, the MOC TET delivers a facilitated after action review (FAAR), commanders summary report (CSR) and MOC certification report (MCR). The FAAR and CSR address MOC performance and processes and are delivered only to the supported commander and staff. The MCR and accompanying certification message identify resource shortfalls that adversely affect MOC performance.

MOC certification is applicable to both Navy component commands (NCCs) and numbered fleet commands (NFCs), and the MOC standard applies equally to both NCC and NFC headquarters. Both command levels conduct MOC standard supporting tasks in accomplishment of operational missions. However, they may accomplish different aspects of the supporting tasks based on their echelon of command and the subordinate forces they employ. Each echelon requires capabilities to support the commander's decision-making process and set conditions for the success of subordinates.

MOC certification provides readiness feedback to the supported fleet commander and informs the fleet MOC standardization council (FMSC) executive steering committee (ESC) of resource shortfalls and associated operational gaps for endorsement and resolution.

In summary, MOC certification and the MOC training continuum advance continuous learning. By sharing effective practices observed throughout the fleet, the process also helps close the gap between our best and worst teams. Lastly, MOC certification increases and sustains the readiness of Fleet MOCs, making these critical staffs better able to command and control maritime forces needed to fight and win against peer adversaries.

N2: Information Warfare

The information warfare directorate's red cell supported fleet training, exercises, and war games by creating comprehensive adversary campaign plans, concept of operations (CONOPS), orders-of-battle, and after-action reports for multiple war games at the tactical and operational levels of war including the conclusion of the command's first contested logistical wargame. Personnel from the red cell also assisted the Army War College in Carlisle Barracks, PA, in bringing a realistic maritime opposition force component to their operational table top exercises. Additional information warfare support was provided to NWDC Doctrine in the release of NWP-2 Fleet Intelligence, lessons learned collection and analysis efforts, as well as the fleet experimentation department in the form of opposing force (OPFOR) expertise, background research on Strategic Competitor capabilities, and assistance in examining the integration of information warfare into the fleet at the operational level of war.

N3: Operations

On 8 and 9 November NWDC conducted the semi-annual Warfighting Development Center (WDC) Leadership Huddle and Advanced Warfighting Summit (AWS) at Naval Surface and Mine Warfighting Development Center (NSMWDC) in San Diego. WDC leadership provided an overview of their command's efforts and shared insights/recommendations to help shape the upcoming August 2023 warfare commander's event. WDC Leadership Huddle attendees included WDC leadership, Carrier Strike Group (CSG) -4, CSG-15, and United States Fleet Forces (USFF) N02R. During the AWS, participants included leadership from strike groups, WDCs, and principals from across the fleet, including for the first time a welcome addition of Navy special warfare leadership. At this event, briefers provided perspective and discussion opportunities regarding current warfighting problems. Vice Admiral Eugene Black III's keynote address focused on the Numbered Fleet CDR/CSG CDR relationship and his lessons learned as C6F. Additional briefers included Rear Admiral Thomas Henderschedt (INDOPACOM J2) on his perspective of the People's Republic of China/People's Liberation Army Navy and Taiwan from his time as the Defense Attaché in Beijing; Rear Admiral Michael Vernazza (FIWC PAC) on the progress made by Fleet Information Warfare Command Pacific; and NSMWDC's LCDR Andrew Vann who discussed the Surface Action Group Playbook and associated vignettes. A tentative date for the next WDC/AWS event has been set for 22–23 March 2023 here at NWDC.



WDC and AWS participants from left to right: RDML Joseph Cahill, CAPT Bryan Braswell, RDML Robert Westendorff, RDML Paul Spedero Jr, Mr. Michael Durkin, Mr. Chris Thayer, Mr. David Adams, RDML Kevin Lenox, RADM Michael Vernazza, RDML Putnam Browne, VADM Eugene Black III, CAPT Michael Langbehn, RDML Martin Muckian, CAPT Bobby Markovich, RDML Robb Chadwick II, RDML Christopher Alexander, RADM Keith Davids, RDML Jeffrey Czerewko, RADM Douglas Verissimo, CAPT T.J. Zerr

N5: Doctrine, Health Services, and Navy Lessons Learned Program

Doctrine directorate hosted the Republic of Korea Navy's (ROKN) Naval Force Analysis Test Evaluation Group (NFATEG) for the 13th Annual Doctrine Cooperation Conference from 15–17 November 2022. The conference focused on the exchange of doctrine and continued development of interoperability between the ROKN and the United States Navy. Explosive Ordnance Disposal (EOD) Group 2 and EOD Mobile Unit 12 hosted both NWDC and NFATEG for a brief on unmanned systems in support of this year's focus on unmanned systems and manned/unmanned teaming.

Health services integration division will host the Fleet Health Defense Readiness Reporting System Summit on 22 February 2023. With coordination through the Bureau of Medicine and Surgery, the purpose is to develop standardized guidance and processes in readiness reporting.

The Joint Lessons Learned Information System (JLLIS) is undergoing a major overhaul for an improved, intuitive, and user-centered design. JLLIS NEXT, the next generation Navy and DOD system of record supporting the Navy Lessons Learned Program, is scheduled for implementation in March 2023. Stay tuned for more information on technical improvements, system enhancements, and modernization.



13th Annual Doctrine Cooperation Conference held at NWDC from 15–17 November.

N8: Adopting an Agile Experimentation Cycle

The FY23 update to the multi year Fleet Experimentation (FLEX) Campaign is underway, encompassing 30+ experiment initiatives aligned to the fleet commander's top priorities. These initiatives, or potential solutions, will be examined in more than 15 venues to gather fleet operator feedback during real-world employment. Via workshops, we examine "how could this work?"; then, we build up to an at-sea experiment where we examine "how would the Fleet use it?". We provide that feedback, along with our findings and recommendations, to decision-makers to drive actions regarding tactics or system development. The Navy's FLEX program is now charting a course for FY24 and beyond, moving toward a continuous cycle of experiment initiative selection, experiment planning, execution, analysis, and reporting. This agile approach will mark the full transition into a multi year campaign, vice single-year execution plans, allowing iterative examination of emerging capabilities and additional responsiveness to fleet commander priorities.