



**DEPARTMENT OF THE NAVY**  
COMMANDER CARRIER STRIKE GROUP EIGHT  
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NORFOLK VA 23511-3229

5800  
Ser N02/025  
MAR 30 2021

SECOND ENDORSEMENT on [REDACTED] ltr of 22 Jan 21

From: Commander, Carrier Strike Group EIGHT  
To: File

Subj: COMMAND INVESTIGATION INTO THE INSPECTOR GENERAL COMPLAINT  
AGAINST THE COMMANDING OFFICER OF THE USS FORREST SHERMAN  
(DDG 98)

Ref: (a) JAGINST 5800.7G (JAGMAN)  
(b) [REDACTED] ltr of 22 Jan 21  
(c) NCIS Report of Investigation (CCN: 21DEC20-NFNF-00453-6SNA)

1. Pursuant to reference (a), I have reviewed reference (b) and also separately reviewed reference (c).
2. After consulting with my Staff Judge Advocate, I determined further investigation and endorsement are not necessary. I concur with the findings of fact and opinions. As for the recommendations, I concur with the following comments. CDR Frank Azzarello, USN will face disciplinary action at my level. All other disposition actions, to include no action, are matters within the discretion of the Commander, Destroyer Squadron TWO EIGHT as may lawfully be exercised by him in accordance with applicable laws and regulations.
3. A full copy of reference (b) will be maintained by this command for two years from the date of this action. The point of contact for this matter is [REDACTED]

Copy to:  
COMDESRON-28



**DEPARTMENT OF THE NAVY**  
COMMANDER DESTROYER SQUADRON TWO EIGHT  
9727 AVIONICS LOOP SUITE 200  
NORFOLK, VA 23511

5830  
Ser N00/022  
26 Jan 21

FIRST ENDORSEMENT on [REDACTED] ltr of 22 Jan 21

From: Commander, Destroyer Squadron TWO EIGHT  
To: Commander, Carrier Strike Group EIGHT

Subj: COMMAND INVESTIGATION INTO THE INSPECTOR GENERAL COMPLAINT  
AGAINST THE COMMANDING OFFICER OF THE USS FORREST SHERMAN  
(DDG 98)

Ref: (e) U.S. Naval Criminal Investigative Service Report of Investigation (Interim) dtd  
22 Jan 21

1. After a thorough review, subject investigation is forwarded, adding Reference (e), which I have also considered. I concur with the Investigating Officer's Findings of Fact, Opinions, and Recommendations as modified or clarified below.
2. I modify Recommendation #3 by removing it and replacing it with: I recommend that CDR Azzarello be detached for cause based on misconduct and loss of confidence. As a result of his failures in leadership, most notably fostering a command climate of harassment and fear, and his extremely poor judgment in (a) failing to surrender all items, including three weapons, seized during a dhow interdiction in 2019, (b) allowing unauthorized weapons to be illegally stowed onboard a U.S. Navy vessel, (c) failing to initiate and maintain an inventory of all weapons onboard USS FORREST SHERMAN, and (d) secretly removing one of the seized weapons from USS FORREST SHERMAN and transporting it to his private residence, I have lost confidence in CDR Azzarello's decision making and, therefore, his ability to continue in command of USS FORREST SHERMAN.
3. I modify Recommendation #6 by adding the following: As a result of his failures in leadership, most notably his lack of a questioning attitude and failure to execute adequate forceful backup that verges on dereliction of duty, I have lost confidence in CDR Bridges' ability to command USS FORREST SHERMAN or any other U.S. Navy vessel or unit. CDR Bridges admitted to having knowledge of the weapons and the Commanding Officer's plan to mount the rifle as a plaque in the wardroom. He did not question this action nor did he attempt to stop it. CDR Bridges was also aware of some of the harassing behavior directed at some of the officers by CDR Azzarello and again chose not to take appropriate action. His inaction in these situations was detrimental to USS FORREST SHERMAN and far below the U.S. Navy's expectations of its Executive Officers.
4. I add Recommendation #7: I recommend that CMDRCM Nelson-Williams be formally counseled on her failure to provide adequate forceful backup to CDR Azzarello for both decisions related to weapons handling as well as the command climate. Because the command



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climate issues fostered by CDR Azzarello were exclusive to the ship's wardroom, I believe she has limited culpability. However, she was involved in various counseling sessions for officers, and she was most definitely aware of the fact that weapons inappropriately remained aboard the ship following seizure. Her inaction in these situations was detrimental to USS FORREST SHERMAN and far below the U.S. Navy's expectations of its Command Master Chiefs.

5. I add Recommendation #8: I recommend that Reference (e) be provided to Commander, Destroyer Squadron TWO SIX and Commanding Officer, USS STOUT, as the current chain of command for LT (b) (6), for their consideration of possible punitive and/or administrative actions.

6. Upon final endorsement of this command investigation, I will take appropriate administrative and/or disciplinary action.



22 Jan 21

From: [REDACTED]  
To: Commander, Destroyer Squadron TWO EIGHT

Subj: COMMAND INVESTIGATION INTO THE INSPECTOR GENERAL COMPLAINT AGAINST THE COMMANDING OFFICER OF THE USS FORREST SHERMAN (DDG 98)

Ref: (a) JAGMAN, Chapter 2  
(b) DoD Instruction 1020.03, Harassment Prevention and Response in the Armed Forces  
(c) Uniform Code of Military Justice (UCMJ)  
(d) BUPERSINST 1610.10E

Encl: (1) CDS 28 Command Investigation Convening Order Ser N00/240 dtd 15 Dec 20  
(2) Naval Inspector General Hotline Complaint #202003627 dtd 21 Jul 20  
(3) Naval Inspector General Hotline Complaint #202005907 dtd 14 Nov 20  
(4) Preliminary Inquiry dtd 14 Dec 20  
(5) Audio Recording of Counseling Session for [REDACTED] [electronic only]  
(6) Interview Summaries (ordered by interview dates)  
(7) SWO Non-Attain Packages for [REDACTED]  
(8) Email "SWO Non-Attainments" from CDR Bridges dtd 7 Dec 20  
(9) Unsigned Written Statements from Forrest Sherman Officers (15 tot in alpha order)  
(10) Detachment for Cause Package ICO [REDACTED]  
(11) Email "LIMDU" from CDR Bridges dtd 7 Dec 20  
(12) CDR Azzarello Interview Summary & Article 31B Attachments  
(13) CDR Azzarello Provided Documentation re [REDACTED]  
(14) CDR Azzarello Interview Follow-Up Email "LOIs 1 of 2" dtd 13 Jan 21  
(15) CDR Azzarello Provided Emails re Officer Performance Issues  
(16) CDR Azzarello's Letter of Instructions to Department Heads (alphabetical order)  
(17) CDR Azzarello's Letter of Instructions to Division Officers (alphabetical order)  
(18) CDR Azzarello's 90 Day Assessment Letter dtd 3 Dec 19  
(19) Defense Equal Opportunity Climate Survey (DEOCS) Results of Nov 20  
(20) Unsigned Written Statement from [REDACTED]  
(21) CDR Azzarello Provided Email on Leadership Expectations

Preliminary Statement

1. In accordance with reference (a), I conducted an investigation as directed by enclosure (1) to determine the validity of allegations made against CDR Azzarello, Commanding Officer (CO) of USS Forrest Sherman, in enclosure (2). All reasonably available evidence was collected and the directives of your convening order have been met.

Of note, the Inspector General (IG) anonymous hotline complaint of enclosure (2) was made in July 2020, but because the IG used an incorrect email address, it was not properly referred to you for action until November 2020 when the IG received an additional anonymous complaint found in enclosure (3). In general, both IG complaints allege a hostile work environment aboard the ship. The first complaint includes specific allegations, lists only the CO as the subject, includes

potential witnesses by name, and seems mostly centered around the ship's wardroom. The second complaint is broad in nature, includes no witnesses, and lists both the CO and the Command Master Chief (CMC) as the subjects.

In response to the preliminary inquiry (PI) you initially assigned me to investigate both complaints, I reviewed the ship's most recent Defense Equal Opportunity Climate Survey (DEOCS), gathered information from the ship, and interviewed all potential witnesses specifically identified in the original IG complaint as well as other pertinent service members. Based on the PI findings, I consulted with the Carrier Strike Group 8 (CSG 8) Staff Judge Advocate (SJA) and then recommended in enclosure (4) that the specific allegations of enclosure (2) be looked into further as part of a command investigation (CI) and that the non-specific and broad allegations of enclosure (3) be closed out with a memorandum for the record. The CSG 8 SJA recommended review of reference (b) as it related to allegations in enclosure (2) and my initial findings. Following your concurrence, I transitioned from PI to CI, interviewed additional members of the command, and gathered further relevant information.

During the conduct of follow-on interviews, one junior officer alleged being directed to retain multiple foreign small arms recovered during an operation on deployment and that one of the weapons (an AK-47 rifle) was later given to the CO who presumably removed it from the ship. After again consulting with the CSG 8 SJA, I referred that allegation to the Naval Criminal Investigative Services (NCIS) Norfolk Field Office. A case was assigned and NCIS continues to actively conduct an independent investigation regarding the alleged mishandling of weapons so I offer no findings, opinions, or recommendations related to that issue.

Minor delays were incurred during conduct of this CI, specifically due to holiday leave periods as well as required interview coordination with NCIS for the separate investigation into weapons mishandling.

I have focused and organized this report into allegations regarding excessive detachments and threats of detachment, an alleged assault that may have occurred in spring of 2018 aboard USS Vella Gulf, allegations of demeaning, belittling, and offensive language, allegations of mishandling a department head's medical issues, and allegations of racist and sexist remarks.

I have retained original copies of all written statements made during this CI. An electronic .MP4 file with a recording of a counseling session referenced as enclosure (5) is available for review in an accessed-controlled location on the NMCI share drive. [REDACTED] can provide case details and custodial information for evidence associated with the NCIS investigation; [REDACTED]

### Findings of Fact

*Note: Throughout the findings of fact, I have referenced specific names to flag sources from both the consolidated interview summaries enclosure and the consolidated written statements enclosure—e.g., enclosure (6) Smith—for ease of reference.*



1. Six officers were listed as potential witnesses by an anonymous complainant in the IG hotline complaint.

- a. Three former department heads on USS Forrest Sherman, [REDACTED] and [REDACTED] were listed. [enclosures (2), (6) [REDACTED]]
- b. Two officers who served with CDR Azzarello on USS Vella Gulf, [REDACTED] [REDACTED] were listed. [enclosures (2), (6) [REDACTED]]
- c. One officer who temporarily served as Disbursing Officer (DISBO) on USS Forrest Sherman, [REDACTED] was listed. [enclosures (2), (6) [REDACTED]]

2. The IG hotline complaint includes allegations that CDR Azzarello non-obtained division officers before boards and regularly threatened to end careers. The following facts apply:

- a. During CDR Azzarello's command tour to date, three division officers have been non-obtained from their Surface Warfare Officer (SWO) qualifications. [enclosure (7)]
  - (1) One division officer, [REDACTED] was issued three letters of instruction (LOIs) in a five-week period by CDR Azzarello prior to being non-obtained. [enclosure (7)]
  - (2) One division officer, [REDACTED] was issued three LOIs in a four-week period by CDR Azzarello prior to being non-obtained. [enclosure (7)]
  - (3) Two of the non-obtained division officers, [REDACTED] requested to be non-attained. [enclosures (7), (8)]
- b. Two other division officers, [REDACTED] reported requesting that CDR Azzarello non-obtain them, but that he chose not to do so. [enclosure (9) [REDACTED]]
- c. During CDR Azzarello's command tour, there have been four unplanned losses of department heads.
  - (1) One department head, [REDACTED] was detached for cause (DFC). [REDACTED] [REDACTED] was issued five LOIs over a ten week period by CDR Azzarello prior to his DFC. [enclosure (10)]
  - (2) Two department heads were placed on limited duty for mental health issues and suicide related behavior. [enclosure (11)]
  - (3) One department head, [REDACTED] was transferred from the ship approximately three weeks after reporting on deployment due to medical concerns related to his mobility. [enclosures (6) [REDACTED] (12), (13)]

- d. CDR Azzarello chose not to allow one department head, [REDACTED] to fleet-up and continue serving on the ship. [REDACTED] was under orders to shift from the Operations Officer (OPS) billet to the Plans and Tactics Officer (PTO) billet, but was instead transferred to another ship upon request to PERS 41 by CDR Azzarello. [enclosures (6) [REDACTED] (12), (14), (15)]
- e. In addition to the 15 LOIs included in the non-attain and DFC packages, CDR Azzarello provided copies of 31 other LOIs he has given during his command tour to date. In total, CDR Azzarello has issued at least 46 LOIs, spread across 22 officers. This includes 15 LOIs spread across six department heads and 31 LOIs spread across 16 division officers. One LOI was issued in a positive manner to [REDACTED] to rescind a previous LOI based on her improvement. [enclosures (7), (10), (16), (17)]
- f. In May 2020 following apparent issues on watch, one division officer, [REDACTED] recorded a counseling session during which CDR Azzarello explains how he uses LOIs and other actions to remove an officer from the ship. [enclosure (5)]
- g. CDR Azzarello issued LOIs with the XO, CDR Bridges, present. [enclosure (12)]
- h. Multiple officers alleged that CDR Azzarello threatened to fire, detach, or remove them, including [REDACTED]  
[REDACTED] [enclosures (6) [REDACTED]  
[REDACTED]
- i. CDR Azzarello reported that his past experiences included being a first responder for USS Porter's accident as the CO of USS Firebolt, a year as the OIC of the Basic Division Officer Course with continued emphasis of the USS Fitzgerald and USS McCain incidents, involvement in the USS Jason Dunham small boat accident investigation, and a conversation with the CNO on the importance of accountability in command. [enclosure (12)]
- j. CDR Azzarello noted that he took command after a very short turnover and immediately went on deployment with a team of department heads that he assessed as weak and with a number of gaps in key positions, including the Chief Engineer (CHENG), PTO, and Top Snipe billets. His 90-day assessment letter specifically assessed his crew's "overall training and proficiency . . . as average to slightly below average." [enclosures (12), (18)]
- k. CDR Azzarello noted that the ship's previous CO used LOIs and that his CO on USS Vella Gulf, CAPT Oberley, emphasized the use of LOIs as a tool as well. [enclosure (12)]
- l. CDR Azzarello noted that he was concerned about getting his ship to success and making sure performance issues were well documented without a strong supporting cast. [enclosure (12)]

3. The IG hotline complaint includes an allegation that CDR Azzarello grabbed an Ensign by the shirt and collarbone during a previous tour. A separate anonymous allegation that CDR Azzarello raised his hand at a junior officer was made in the ship's most recent DEOCS. The following associated facts apply:

- a. [REDACTED] was the Ordnance Officer (ORDO) aboard USS Vella Gulf (CG 72) when CDR Azzarello was the Executive Officer (XO). [enclosures (6) [REDACTED] (20)]
- b. [REDACTED] alleged that in the spring or summer of 2018, CDR Azzarello repeatedly poked him with his fingers in the collarbone area while alone in his cabin following an issue with preparations for a maintenance spot check; [REDACTED] [REDACTED] noted that the area was sore and tender following the alleged interaction. [enclosures (6) [REDACTED] (20)]
- c. [REDACTED] reported the issue to his Department Head, [REDACTED] [REDACTED] who served as the Weapons Officer (WEPS) and Combat Systems Officer (CSO) on USS Vella Gulf. Neither [REDACTED] [REDACTED] took any further action. [enclosures (6) [REDACTED] (20)]
- d. Neither of CDR Azzarello's former COs on USS Vella Gulf were aware of this alleged incident. Neither personally observed any demeaning, abusive, or inappropriate behavior by CDR Azzarello. [enclosure (6) [REDACTED]]
- e. CAPT Robert Thompson, former CO of USS Vella Gulf, noted speaking to CDR Azzarello about his "passion bordering on anger." CAPT Thompson also noted that [REDACTED] was a stand-up individual and that stock could be put into anything he reported. [enclosure (6) [REDACTED]]
- f. CDR Azzarello could not recall any altercations or even one-on-one interactions with [REDACTED] [enclosure (12)]
- g. The statute of limitations for UCMJ Article 128 (assault) is two years for non-judicial punishment (NJP) and five years for court-martial charges. [reference (c)]
- h. A comment in the most recent DEOCS survey noted that the "Commanding Officer almost physically assaulted a Junior Officer" in that he "raised his hand so as to strike the individual but did not follow through." [enclosure (19)]
- i. Three junior officers recounted an event on the bridge during which CDR Azzarello allegedly leaned over and raised his hand when reacting to a report from the Morale Welfare and Recreation (MWR) Officer, [REDACTED] that there was not enough beer available to support a shift in policy to allow crew members 18 years and older to drink (vice 21 years and older). [REDACTED] believed CDR Azzarello was going to punch her and two officers on watch who observed it, [REDACTED] [REDACTED] believed it looked the same. CDR Azzarello reportedly stopped and kicked [REDACTED] off the bridge. [enclosure (9) [REDACTED]]



- j. Article 128 covers “mere preparation” as a situation that does not constitute assault, giving an example of picking up a stone, but not throwing it. [reference (c)]
- k. CDR Azzarello could not recall [REDACTED] briefing him on the issue surrounding available beer. He could not initially recall how the beer inventory issue was resolved, but later clarified that he believes the CMC or the Supply Officer resolved the problem by obtaining additional beer. [enclosures (12), (14)]

4. The IG hotline complaint includes allegations that CDR Azzarello verbally abused crew members and referred to division officers and department heads as “fucking retards” and “little son of a bitch” respectively. Additional related allegations were made during the course of interviews. The following associated facts apply:

- a. The DoD defines harassment as: “Behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person’s accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.” [reference (b)]
- b. CDR Azzarello called the former Chief Engineer (CHENG), [REDACTED] a “son of a bitch” in a passageway in Officer Country. [enclosures (6) [REDACTED] Bridges/Nelson-Williams, (12)]
- c. CDR Azzarello admitted to making this remark and both the XO, CDR Bridges, and the CMC, CMDCM Nelson-Williams, became aware after the incident. [enclosures (6) [REDACTED] Bridges/Nelson-Williams, (12)]
- d. CDR Azzarello could not remember if he apologized to [REDACTED] or if there were any unique circumstances that set him off. [enclosure (12)]
- e. [REDACTED] all alleged that CDR Azzarello called them and/or others a “fucking retard” or “fucking retarded” or just “retarded.” [REDACTED] described this as “part of his regular vocabulary.” [REDACTED] added that he was called “useless/stupid” as well. [enclosures (6) [REDACTED] (9) [REDACTED]]
- f. [REDACTED] alleged that CDR Azzarello used “idiot and retard in a joking manner.” [enclosure (9) [REDACTED]]

- g. Two Boatswain Mates of the Watch (BMOWs), [REDACTED] observed CDR Azzarello call a watch stander a “fucking idiot,” and [REDACTED] also observed CDR Azzarello call a watch stander a “retard.” [enclosure (6) BMOW/QMOW Interviews]
- h. The DEOCS comments section includes multiple comments regarding similar name calling by CDR Azzarello as well as the importance of his mood at watch turnovers. Related anonymous comments are quoted below: [enclosure (19)]
- (1) “We are yelled at and bullied by the CO. On the bridge, how your watch will go depends on the mood of the CO. Because of this, the first and most important turnover item between watches is the captain’s mood; not contacts, casualties, or tasking.” [enclosure (19)]
  - (2) “I have seen officers called idiots, retarded, or useless wastes and so on . . . when turnovers include the command mood at the time as a warning every watch then things may have gone too far.” [enclosure (19)]
  - (3) “During deployment several of the junior officers received verbal insults from the command ranging from ‘you are an idiot aren’t you’ to telling people that they were useless and should have never become an officer.” [enclosure (19)]
  - (4) “The mood of the commanding officer was a regular item of watch turnover, which is both unprofessional and unacceptable . . . junior officers have been told that they are: overall mistakes, retards, and should never have come to the ship by the Commanding Officer.” [enclosure (19)]
- i. CDR Azzarello did not recall any specific instances during which he used this type of language, but did note that he regularly calls his sons “retards” and that it was possible he used that word in a joking, playful manner, not intended to be abusive. [enclosure (12)]
- j. When asked to identify his top performing division officers, CDR Azzarello identified [REDACTED] in the top three. When told that both alleged he called them names, CDR Azzarello indicated that this was likely done in a joking manner and not intended to be abusive though he could not recall those occasions. [enclosure (12)]
- k. [REDACTED] alleged that CDR Azzarello, then XO of USS Vella Gulf, called his GMC a “piece of shit, worthless chief” before saying similar things to him in spring of 2018. [enclosure (20)]
- l. [REDACTED] alleged that CDR Azzarello called him a “little piss pot.” [enclosure (9) [REDACTED]]
- m. [REDACTED] alleged CDR Azzarello called him a “smart ass piece of shit” in the ship’s Combat Information Center (CIC) during a firing exercise. [enclosure (9) [REDACTED]]

- n. [REDACTED] alleged that CDR Azzarello continually belittled him after saying “Roger that Sir” when making a report. Specifically, for the next several months, any time that CDR Azzarello saw him, he would scream “Roger that Mr. [REDACTED] [enclosure (9) [REDACTED]
- o. [REDACTED] alleged that junior officers who made poor word choices were continually patronized by CDR Azzarello in the passageways and gave several examples including “saying Roger to the CO.” [enclosure (9) [REDACTED]
- p. CDR Azzarello denied [REDACTED] allegation and did not recall the others. [enclosure (12)]
- q. With the exception of the comment made to [REDACTED] neither the XO, CDR Bridges, nor the CMC, CMDCM Nelson-Williams, were aware of any unprofessional or abusive behavior by CDR Azzarello. [enclosure (6) Bridges/Nelson-Williams]
- r. The current department heads on the ship, [REDACTED] [REDACTED] noted no significant issues with several noting that the ship was a professional work environment. [REDACTED] did observe some name calling but indicated that it did not cross professional lines. [REDACTED] noted that CDR Azzarello likely said some things he should not have. [enclosure (6) [REDACTED]
- s. None of the ship’s Limited Duty Officers or Chief Warrant Officers (LDOs/CWOs) personally observed any demeaning language or abusive behaviors though several had heard about it. [enclosures (6) [REDACTED] (9) [REDACTED]
- t. [REDACTED] served aboard the ship as the embarked chaplain for the duration of a nine-month deployment. He heard CDR Azzarello yell and use the “f-word,” but never observed or became aware of any abusive/demeaning language directed at a service member. [REDACTED] estimated spending approximately 15 minutes per day on the bridge on average. [enclosure (6) [REDACTED]
- u. One division officer, [REDACTED] noted that the CMC and XO knew what CDR Azzarello was like and didn’t offer any protection or assistance. [enclosure (9) [REDACTED]

5. The IG hotline complaint includes allegations that CDR Azzarello lied to have a department head removed from the ship for medical reasons after accepting the officer and required the department head to remain in his stateroom unless the officer requested permission to eat, get haircuts, or pay a mess bill. The following associated facts apply:

- a. [REDACTED] had multiple surgeries for back pain during his division officer tours and shore duty, but was ultimately screened for sea duty. [enclosure (6) [REDACTED]



- b. [REDACTED] reported to the ship as the prospective Operations Officer (OPS) on 29 December 2019. [enclosures (6), (13)]
- c. On his first evening aboard the ship, [REDACTED] slipped on a ladder well and appeared to roll an ankle, which he reported to the ship's Independent Duty Corpsman (IDC), [REDACTED] [enclosures (6), (13)]
- d. The IDC noted that [REDACTED] told him that he couldn't feel his feet and "doesn't think he can do this." He consulted with the Senior Medical Officer (SMO) aboard USS Harry S. Truman and a determination was made to send [REDACTED] back ashore. [enclosure (6) Troy]
- e. CDR Azzarello ordered [REDACTED] to remain on the O2 level (Officer Country) in order to keep him safe and avoid the need for a possible medical evacuation in light of the ship's operational environment. [enclosures (6) [REDACTED] Bridges, (12), (13)]
- f. CDR Azzarello provided a memorandum for the record that documented his actions as well as email exchanges with his supervisor, the SMO, and PERS-41 regarding [REDACTED] medical concerns. [enclosure (13)]
- g. CDR Azzarello did have to correct [REDACTED] after violation of his order to remain on the O2 level. [enclosures (6) [REDACTED] Bridges, (12)]

6. The IG hotline complaint includes an allegation that CDR Azzarello made a racist remark about his African-American CMC's hair. While asking about any observed racist or sexist remarks, several allegations regarding sexist remarks were also made by female officers. The following associated facts apply: [enclosure (2)]

- a. [REDACTED] alleged hearing CDR Azzarello make a comment about the CMC's "nappy wig." Mather recounted that this occurred during a birthday celebration for the CO. [REDACTED] recalled hearing "nappy wig" from CDR Azzarello at a wardroom function. [REDACTED] recounted that CDR Azzarello told the CMC to "secure that nappy ass weave [or wig – he could not recall which] before going alongside" during an underway replenishment brief. [enclosure (6) [REDACTED]]
- b. No other officer interviewed recalled hearing a single racist remark from CDR Azzarello with the exception of [REDACTED] who stated that CDR Azzarello referred to citizens of Djibouti as "savages." None recounted remarks about the CMC's wig. [enclosures (6), (9) [REDACTED]]
- c. CMC Nelson-Williams indicated that CDR Azzarello joked around with her about her hair regularly but that it was never offensive. She did recall him making a comment at his birthday celebration on deployment, but said she did not hear him include the words "nappy ass wig." [enclosure (6) Nelson-Williams]

- d. Both the XO, CDR Bridges, and CMC, CMDCM Nelson-Williams, are African-American service members and neither noted observing any racist comments or behaviors by CDR Azzarello. [enclosure (6) Bridges/Nelson-Williams]
- e. CDR Azzarello did not recall making a racist remark about his CMC's wig. He did recall his birthday celebration and having asked the CMC to not doing anything for him before she asked him to come to the Wardroom for a meeting. CDR Azzarello noted that he regularly talked and bantered with the CMC and that he had recently complimented her hair. [enclosure (12)]
- f. Three female officers, [REDACTED] alleged that CDR Azzarello belittled their voices. [REDACTED] alleged that he made fun of her IMC voice as the Damage Control Assistant (DCA). [REDACTED] alleged that CDR Azzarello told her that hated the sound of her voice. [REDACTED] alleged that CDR Azzarello told her he didn't like the high pitch of her voice and to lower it. [enclosures (6) [REDACTED] (9) [REDACTED]]
- g. [REDACTED] also alleged that CDR Azzarello told her she needed smaller coveralls to fit in with the other females. [enclosure (6) [REDACTED]]
- h. CDR Azzarello did not recall commenting on any of his female officers' voices. He also didn't recall specifically addressing [REDACTED] coveralls with her, but did say that she was petite and sometimes looked unkempt. He also recalled giving her a hard time about blousing her coverall pant legs. [enclosure (12)]

### Opinions

1. CDR Azzarello's limited turnover opportunity and initial assessment of his ship's readiness prior to real-world operational tasking, coupled with his past involvement in Navy tragedies and advice received prior to command, clearly impressed upon him the need to aggressively document performance issues. [FF 2i-2l]
2. However, CDR Azzarello excessively utilized LOIs and overemphasized the possibility of removing officers from his ship during issuance and on other instances. Additionally, LOIs were sometimes issued in rapid succession to individual officers, which limited the opportunity for the particular officer's growth and improvement prior to additional administrative action. Especially when combined with a higher than average number of non-attainments and other unplanned losses for various reasons, this practice reduced the effectiveness of CDR Azzarello's intended actions to improve performance and drive high standards. Instead, it created an unnecessary level of mistrust and fear in portions of his wardroom, contributing to an undesirable hostile work environment. [FF 2a-2f]
2. There were no egregious abuses in the recorded counseling session during which CDR Azzarello plainly lays out the use of documentation to support potential detachment decisions. However, this conversation, which was not done in conjunction with the issuance of an LOI,

does add credence to the allegations that CDR Azzarello regularly threatened to detach or fire officers. [FF 2f]

3. CDR Azzarello used abusive and offensive language, demeaning insults, and belittling ridicule, which crossed professional lines and constituted harassment as defined in reference (b). While CDR Azzarello's language choice may have sometimes been intended to be humorous and may not have always been intended to be abusive, his words were ultimately offensive to most of the officers on the receiving end, and I believe that they would be considered so by any reasonable person in a professional environment. Ultimately, his behavior contributed to a hostile and offensive work environment, particularly on the bridge for division officers. [FF 4a-4m]

4. CDR Azzarello, when serving as XO of USS Vella Gulf sometime in spring of 2018, physically assaulted a division officer in his cabin after losing his temper in response to poor preparations for a maintenance spot check. I believe that poor anger management skills contributed to this outburst and may have contributed to the separate perceived physical threat alleged in the DEOCS and described by three officers. [FF 3b, 3c, 3e]

5. CDR Azzarello appropriately and truthfully consulted with medical personnel and his immediate supervisor while making decisions related to [REDACTED]. In light of the operational environment, his decision to limit [REDACTED] movement about the ship was appropriate. His actions were ultimately well documented and necessary for both the ship's mission readiness and the member's health. [FF 5a-5g]

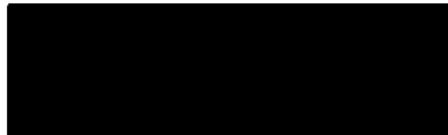
6. I believe that it is unlikely that CDR Azzarello used the term "nappy" when joking about his CMC's wig on deployment. In forming this opinion, I weighed the CMC's interview and the fact that only officers listed on the anonymous complaint as witnesses recalled the event while none of the other officers in the wardroom recalled any actual racist remarks by CDR Azzarello. However, I do think the very nature of joking about the CMC's wig was unprofessional in public (and potentially in private) settings, could also constitute harassment, and should have been avoided to preclude any unintentional perceptions. [FF 6a-6e]

7. CDR Azzarello inappropriately ridiculed three of his female officers about their voices and likely made an inappropriate comment about one female officer's coveralls. These comments constitute harassment as defined by reference (b). [FF 6f-6h]

8. Given the number of LOIs that CDR Azzarello issued with the XO, CDR Bridges, present, and given the unique nature of the XO position and required presence about the ship, I find it highly unlikely that CDR Bridges only had knowledge of the one offensive comment made to LT [REDACTED]. With that in mind, I believe CDR Bridges failed to execute adequate forceful backup that verges on dereliction of duty. CDR Bridges either did not understand what right looks like or he lacked the moral courage to take necessary action to address issues with CDR Azzarello. [FF 2g, 4q, 4u]

## Recommendations

1. The following recommendations make no consideration for the NCIS investigation into weapons mishandling. Those results should also inform final disposition.
2. I recommend that CDR Azzarello be charged with violation of Article 92 of reference (c) for failure to adhere to reference (b), specifically the DoD's harassment policy, and that the charge be adjudicated through non-judicial punishment (NJP). I recommend a legal review to determine if Article 93 and Article 133 charges are also appropriate for these violations.
3. I recommend that CDR Azzarello either be detached for cause based on misconduct or alternatively that his change of command be expedited to occur ahead of his planned 12 February 2021 turnover.
4. I recommend that CDR Azzarello's trait grade for BLOCK 34 (COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY) be made adverse with associated comments in BLOCK 41 on his next fitness report. Reference (d) specifically requires comments on this trait for commanding officers and dictates that any grade below 3.0 will be considered adverse. I also recommend that CDR Azzarello not receive a recommendation for major command in BLOCK 40 or BLOCK 41 of his next fitness report based on his demonstrated substandard performance with respect to creating an appropriate command climate.
5. I recommend no disciplinary action for the alleged assault on USS Vella Gulf as the statute of limitations precludes adjudication of Article 128 at NJP and court-martial proceedings would be inappropriate based on details of the allegation. I do recommend that CDR Azzarello be ordered to attend an anger management course at the earliest opportunity, not to interfere with his current responsibilities or potential early turnover. Consider coordination with PERS-41 to include this as an I-stop in his detachment orders. Fleet and Family Service Center (FFSC) offers a six-session program called Building Effective Anger Management Skills (BEAMS) where participants learn to develop new and effective coping strategies.
6. I recommend removing CDR Bridges' endorsement to fleet-up to the CO position on USS Forrest Sherman.





**DEPARTMENT OF THE NAVY**  
COMMANDER, DESTROYER SQUADRON TWO EIGHT  
9727 AVIONICS LOOP SUITE 200  
NORFOLK, VA 23511-3730

5830  
Ser N00/248  
15 Dec 20

From: Commander, Destroyer Squadron TWO EIGHT

To: [REDACTED]

Subj: COMMAND INVESTIGATION INTO THE INSPECTOR GENERAL COMPLAINT  
AGAINST THE COMMANDING OFFICER OF THE USS FORREST SHERMAN  
(DDG 98)

Ref: (a) JAGMAN, Chapter 2

1. This appoints you, per reference (a), to inquire into the facts and circumstances surrounding the subject complaint.
2. Investigate the allegations from the anonymous complaint (OIG #202003627) made against the Commanding Officer of USS FORREST SHERMAN and recommend appropriate administrative or disciplinary action.
3. Report your findings of fact, opinions, and recommendations in letter form by 22 January 2021 unless an extension of time is granted. If you have not previously done so, read reference (a) and other appropriate references before beginning your investigation.

[REDACTED]

**Naval Inspector General  
Hotline Complaint  
Referral to Cognizant Authority  
#202003627**

**COMMAND:** USS FORREST SHERMAN  
**COMPLAINANT:** ANONYMOUS  
**LOCATION:** Aboard Ship

**DATE FILED WITH OIG:** 21 Jul 20  
**RECEIVED BY CNSL OIG:** 21 Jul 20  
**DATE OF INCIDENT:** Jan-Feb 20

---

**SUBJECT (1):** Commanding Officer (CDR) Francis Azzarello

**ALLEGED VIOLATIONS (As proffered by the Complainant):**

1. Article 138
2. Abuse of Title or Authority
3. Article 1150
4. Discrimination/Racist Remarks
5. Equal Opportunity
6. Ethics Violations
7. False Statements
8. Hostile Work Environment
9. Assault

**ALLEGATION(S) (As proffered by the Complainant):**

1. CDR Francis Azzarello (hereafter CO) has a history of screaming, touching and verbally abusing sailors and officers. Currently, there are several officers afraid to go to work or trying to seek counseling due to depression and anxiety. One Ensign stated, "I just don't see a way out." When the COs angry, he throws items around the space or stateroom and screams that you better not fuck with him.
2. The CO lied about Officers, and threatened to end careers. He laughed as he told the previous OPS to "not say anything or I'll end your career."
3. The CO has risked the careers and safety of the ship and the crew clearly noted the firing of two CHENG's, two OPS, CSO, PTO, and WEPs; for psychological issues or he (CO) lied to have them removed.
4. The XO (CDR Bridges) allowed the previous CHENG to sleep in his stateroom. DIVOs and DH's attempted to resolve the issue by confiding in the XO, but the XO would share the information with the CO and they would then tag-team the sailor.
5. The CO calls DIVOs "fucking retards" while on Watch.
6. The CO calls DH's "little son of a bitch" in front of sailors.



**Naval Inspector General  
Hotline Complaint  
Referral to Cognizant Authority  
#202003627**

7. The CO commented during his birthday celebration in the wardroom, "where's CMC? (CMC Judith P. Nelson-Williams) She must be performing a burial at sea for that nappy ass wig!" referring to our black CMC who hadn't made it up yet. The entire wardroom heard it.
8. The CO threatened DIVOs and DH's with physical and verbal harassment and violence. Told daily not to fuck with him.
9. The CO lied to have a DH removed from the ship for medical reasons after accepting the officer. He made false statements to BUMED/CDRE/MRD Norfolk.
10. The CO required a DH to remain in his stateroom and request permission to eat, haircuts, and pay his mess bill.
11. The CO requires the DHs he does not like, to stand behind the LCPO or LDO and told to shut up because they aren't trusted. He does this in front of the entire wardroom and sailors.
12. The CO told a DH to get off the fucking bridge. He's a disgrace and a fucking joke. This was said in front of the entire bridge team during a tactical brief.
13. The CO non-attained DIVOs before their boards and routinely accesses RADM to delete Quals of DIVOs/DH's he doesn't like, but fast tracks female sailors.
14. The CO grabbed an Ensign by the shirt and collar bone, which left cuts and bruises (not during this tour, but the now LTG is still afraid to speak up).
15. The CO refused to allow a DH, who has been noted in the incidences above, to attend the command climate survey.

**ADDITIONAL STATEMENTS BY THE ANONYMOUS COMPLAINANT:**

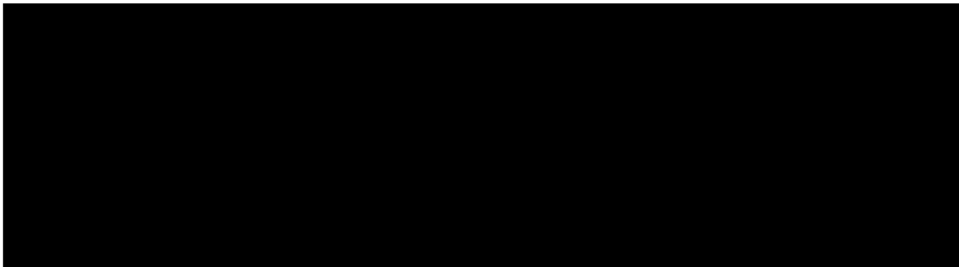
1. "The command needs to be investigated for the CO's ability to lead sailors and properly mentor them."
2. "DIVOs and DH's attempted to resolve the issue by confiding in the XO, but the XO would share the information with the CO and they would then tag-team the sailor. The CO should be removed from command, sailors should be provided counseling and the DIVOs should be reassigned to other ships to regain their QUALS. Sailors whom have been non-attained should be allowed to transfer to other ships and be retained in the Navy. This individual is toxic. If nothing is done, he is the reason for the phrase, "wonder

**Naval Inspector General  
Hotline Complaint  
Referral to Cognizant Authority  
#202003627**

why he made it this far?" it would be because no one took the complaints seriously. He has made sexist, racist and inappropriate remarks along with threats of administrative and physical violence."

3. "The CO should be removed and the XO not permitted to fleet up. The DIVO's and DH's punished by him should be reinstated and given another chance."

**WITNESSE(S) PROVIDED BY THE ANONYMOUS COMPLAINANT:**



[REDACTED]

**Subject:** FOUO-PRIVACY SENSITIVE - COMNAVSURFLANT OFFICE OF THE FORCE INSPECTOR GENERAL - COMPLAINT REFERRAL - CASE #202005907

Commodore,

**BLUF:** The CNSL Office of the Force Inspector General (CNSL OIG) is in receipt of a Hotline Complaint dated 14 Nov 20, from an ANONYMOUS complainant, who alleged wrongdoing aboard the USS FORREST SHERMAN (DDG 98).

**A. DETAILS (ALLEGED SUBJECT(S)/VIOLATION(S)):**

1. **SUBJECT (1):** Commanding Officer (CO) Francis Azzarello perpetrated the following wrongdoing:
  - a. EEO
  - b. Hostile Work Environment
  - c. Mental Health Issue(s)
  - d. Safety
  - e. Reprisal
  
2. **SUBJECT (2):** Command Master Chief (CMC) Judith Nelson-Williams perpetrated the following wrongdoing:
  - a. EEO
  - b. Hostile Work Environment
  - c. Mental Health Issue(s)
  - d. Safety
  - e. Reprisal

**B. SUMMARY OF ALLEGATIONS AS PROFFERED BY COMPLAINANT :**

1. Anonymous Complainant alleges the Commanding Officer (CO) "CDR Azzarello and CMC Nelson-Williams are growing an environment of hate and mental health problems onboard. No one can talk to them without fear of reprisal. They pretend to care about mental health but they take it out on those individuals in other ways. They are pushing impossible timelines for tasking and evolutions that is going to get people hurt, due to having to cut corners in order to meet ship imposed requirements not navy requirements. This command is going to get someone hurt or push them to hurt themselves that is why we have so many sailors check into Portsmouth, get out or resign their commission. We are doing a CMEQ survey currently and I'm sure it will be swept under the rug to keep them out of trouble, despite the fact that it will show an extremely amount of Sailors feel the same way as me. Hopefully you can help us get out of this impossible toxic environment."



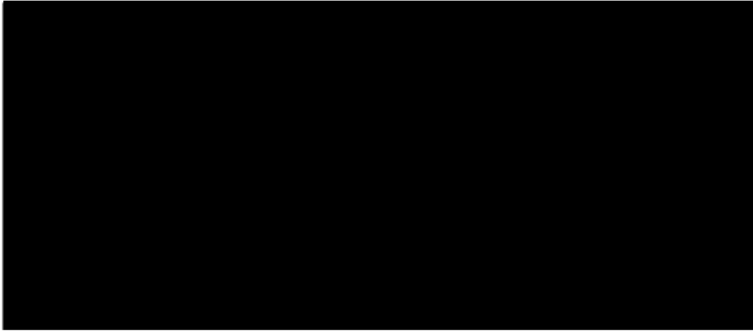
**D. OIG DETERMINED COURSE OF ACTION:**

1. Accordingly, this complaint is referred to COMDESRON 28 for INFORMATION ONLY and/or action deemed appropriate; IAW SECNAVINST 5370.5C, and Rules for Courts-Martial 303.



Please acknowledge receipt. Standing by for any questions.

R/s



14 Dec 20

From: [REDACTED]  
To: Commander, Destroyer Squadron TWO EIGHT

Subj: PRELIMINARY INQUIRY INTO THE INSPECTOR GENERAL COMPLAINTS  
AGAINST THE COMMANDING OFFICER AND COMMAND MASTER CHIEF OF  
THE USS FORREST SHERMAN (DDG 98)

Ref: (a) JAGMAN, Chapter 2  
(b) DoD Instruction 1020.03, Harassment Prevention and Response in the Armed Forces

Encl: (1) CDS 28 Preliminary Inquiry Assignment, 5830 Ser N00/240 dtd 7 Dec 20 - see encl (4d)  
(2) Naval Inspector General Hotline Complaint #202003627 dtd 21 Jul 20 - see encl (2)  
(3) Naval Inspector General Hotline Complaint #202005907 dtd 14 Nov 20 - see encl (3)  
(4) Summaries of Personnel Interviews - see encl (6)  
(5) USS FORREST SHERMAN Defense Equal Opportunity Climate Survey (DEOCS) Results - see encl (18)  
(6) Email from Executive Officer with Assignments for the Ship's Enlisted Associations - see encl (4b)  
(7) Collateral Duty Assignment Review from USS FORREST SHERMAN - see encl (4c)

1. This reports completion of the preliminary inquiry conducted in accordance with reference (a) as directed by enclosure (1).

2. Personnel contacted: I interviewed all witnesses identified in the Inspector General (IG) hotline complaint of enclosure (2). Note, no witnesses were identified in the IG complaint of enclosure (3). Additionally, I conducted interviews of all available ship personnel who stood Quartermaster of the Watch or Boatswain Mate of the Watch during the ship's most recent deployment, the ship's Independent Duty Corpsman, the ship's Executive Officer (XO), and a doctor from the CNSL Medical Readiness Division. I also interviewed the chaplain who deployed with the ship and the two former Commanding Officers (COs) of USS Vella Gulf while CDR Azzarello was the XO. Summaries of the interviews can be found in enclosure (4).

3. Materials reviewed: I reviewed the ship's most recent DEOCS results included as enclosure (5), a list of leadership assignments with demographic information for the ship's enlisted associations included as enclosure (6), and a ship-provided collateral duty assignment review included as enclosure (7).

3. Summary of findings: Multiple specific allegations from enclosure (2) were corroborated by personnel interviews. The broad allegations found in enclosure (3) lack the necessary specificity for detailed investigation, but I reviewed enclosure (5) and determined that the generic issues identified are likely consistent with low morale on the ship, stemming from high operational tempo, the COVID operating environment with associated travel/leave restrictions, and miscommunication associated with the end of the ship's maintenance availability that have led some crew members to incorrectly believe that the ship's leadership is unnecessarily rushing to finish. I consulted with [REDACTED] Strike Group EIGHT Staff Judge Advocate, during the conduct of this preliminary inquiry.

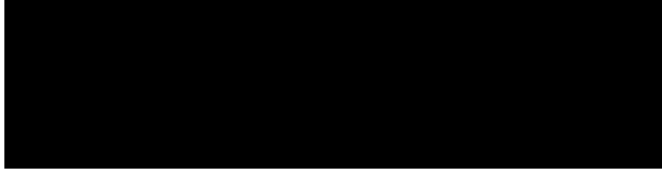
4. Recommendation: I recommend transitioning this preliminary inquiry into a formal command investigation of the complaint made in enclosure (2). Many of the allegations fall under the DoD definition of harassment found in reference (b), which provides specific requirements and timelines for investigation. I do not believe any further action is required for the complaint made in enclosure (3), and recommend closing it with a formal memorandum for the record.

[REDACTED]

**Assignments for Forrest Sherman Enlisted Associations with Demographic Information**

*The following information was provided by the Executive Officer, CDR Bridges, as response to an RFI.*

CPO Association:



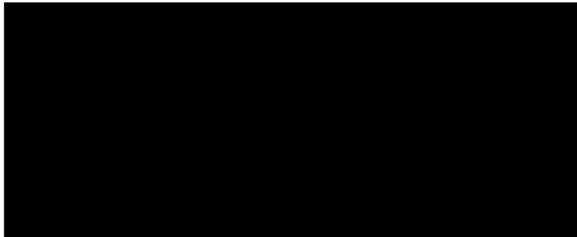
First Class Petty Officer Association:



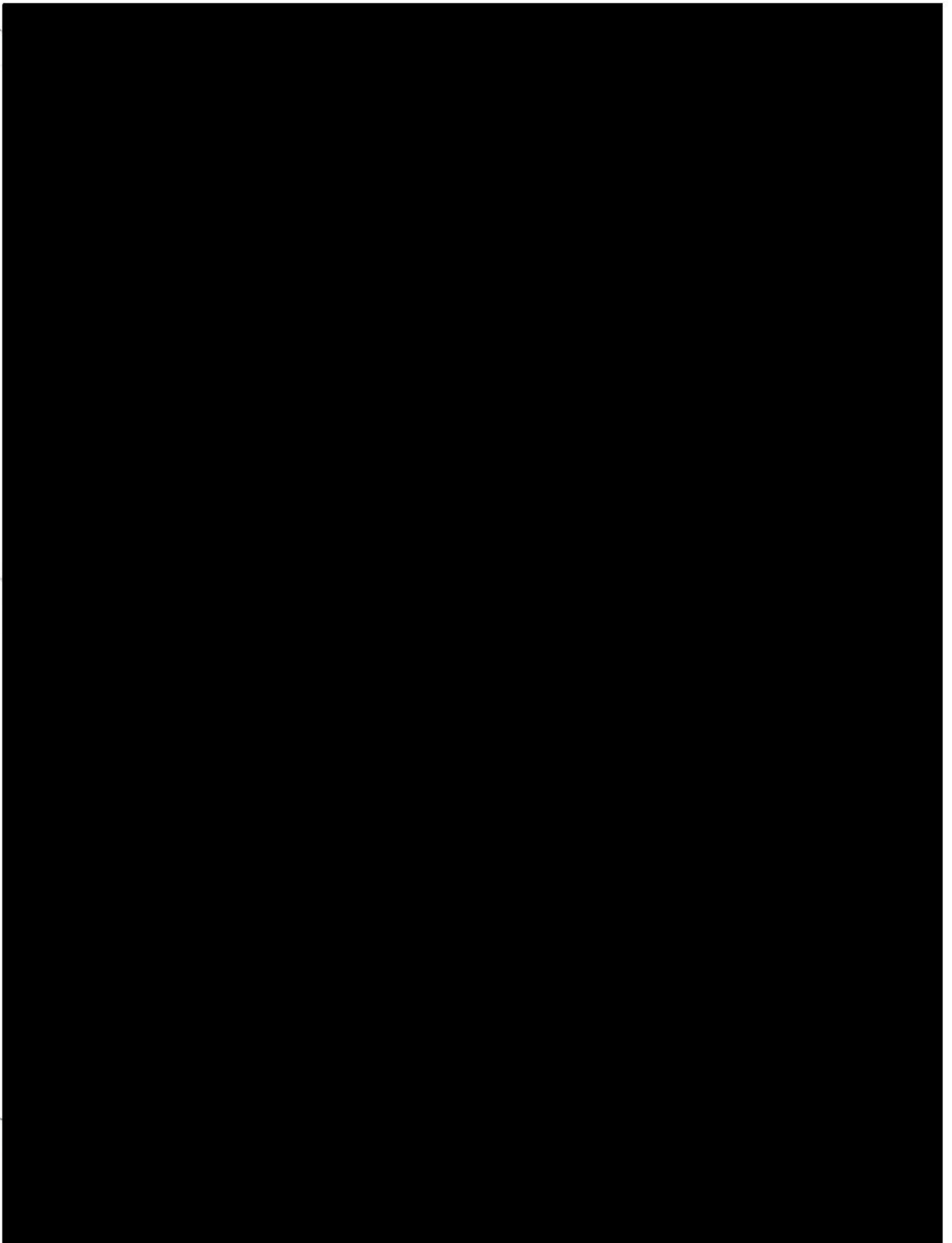
2nd Class Petty Officer Association:



Junior Enlisted Association







Collateral Duty  
Casualty Assistance Calls Officer (CACO)

Command Financial Specialist

Command Equal Opportunity Officer

Command Fitness Leader

Command Fitness Leader Assistant

Division in the spotlight (DITS) Coordinator  
Division in the spotlight (DITS) Assistant Coordinator  
Drug and Alcohol Program Advisor  
Drug and Alcohol Program Assistant Advisor  
Family Care Plan Coordinator  
Mentor Coordinator

MWR Committee Officers:

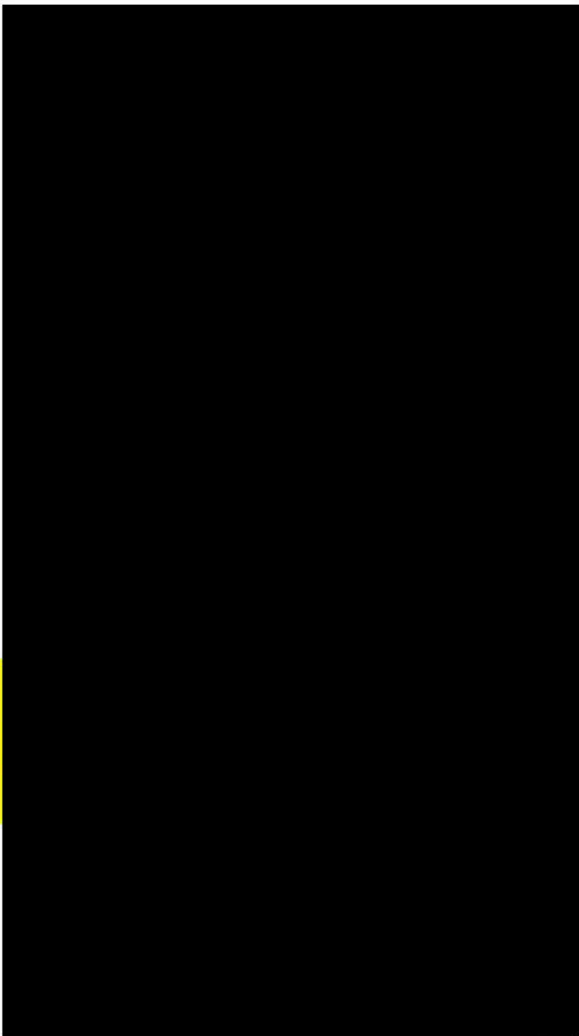
President  
Vice President  
Secretary

Activities Coordinator (Fun Boss)

Sexual Assault Prevention and Response (SAPR) Command Point of Contact

SAPR Victim's Advocate

Suicide Prevention Officer  
Victim Witness and Protection Program Manager



2019

Collateral Duty

Casualty Assistance Calls Officer (CACO)

Command Financial Specialist

Command Equal Opportunity Officer

Command Fitness Leader (CFL)

Command Fitness Leader Assistant

Division in the spotlight (DITS) Coordinator

Division in the spotlight (DITS) Assitant Coordinator

Drug and Alcohol Program Advisor

Drug and Alcohol Program Assistant Advisor

Family Care Plan Coordinator

Mentorship Program Coordinators

MWR Committee Officers:

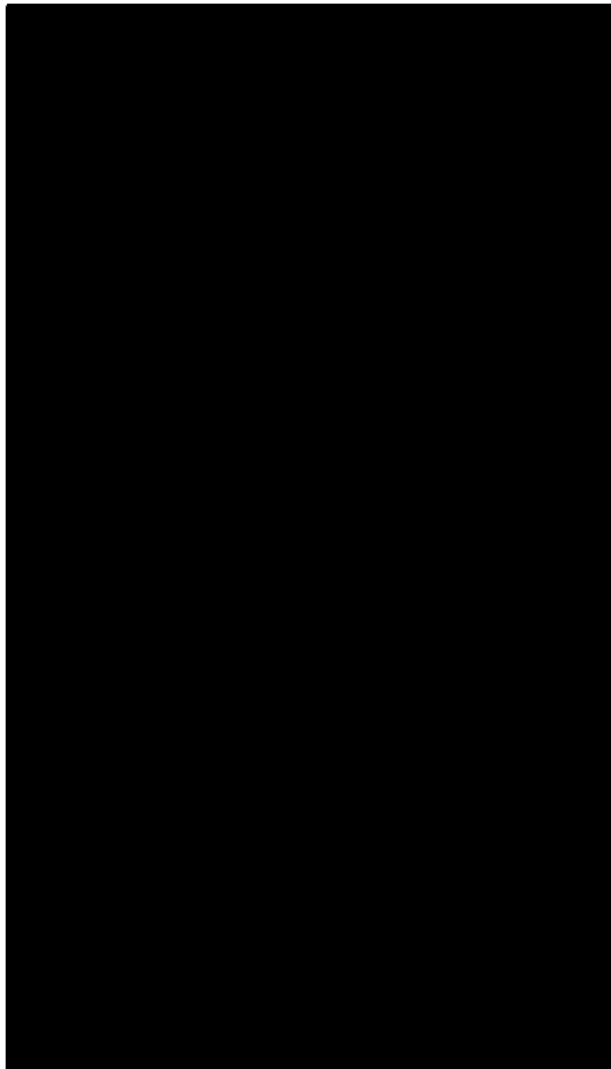
Sexual Assault Prevention and Response (SAPR) Command Point of Contact

SAPR Victim's Advocate

Suicide Prevention Officer

Suicide Prevention Assistant Officer

Victim Witness and Protection Program Manager



Collateral Duty

Casualty Assistance Calls Officer (CACO)

Command Financial Specialist

Command Equal Opportunity Officer (CMEO)  
Command Equal Opportunity Officer (CMEO) Assistant  
Command Fitness Leader (CFL)  
Command Fitness Leader Assistant

Division in the spotlight (DITS) Coordinator  
Division in the spotlight (DITS) Assistant Coordinator  
Drug and Alcohol Program Advisor

Drug and Alcohol Program Assistant Advisor

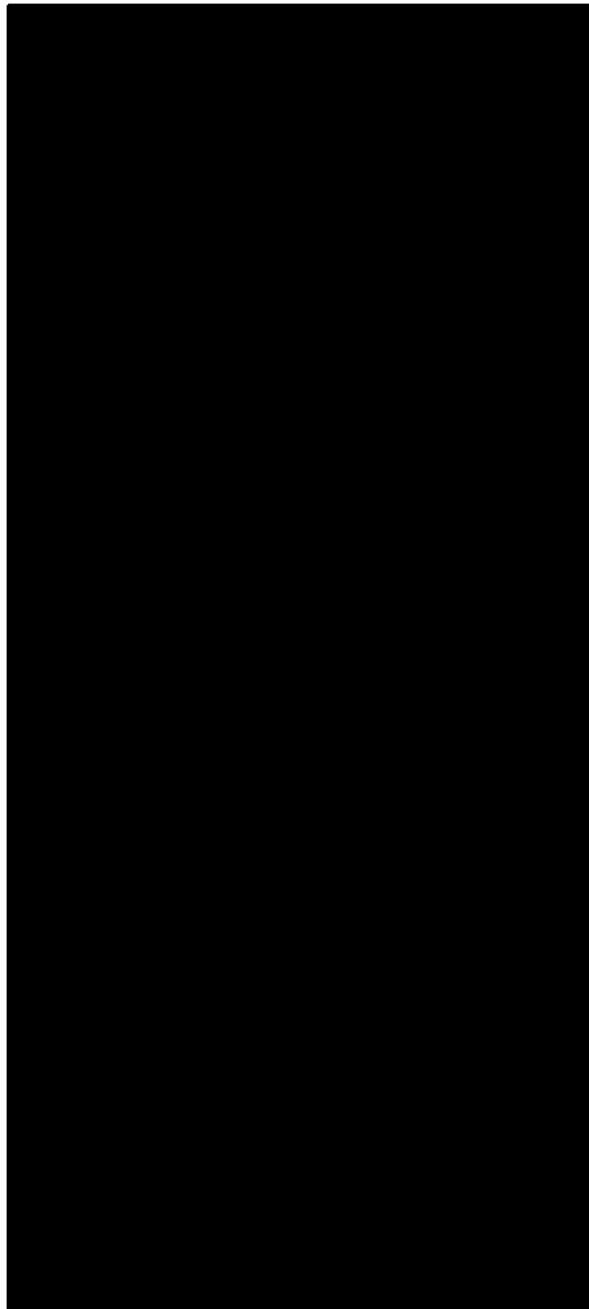
Family Care Plan Coordinator Primary  
Family Care Plan Coordinator Secondary

Mentorship Program Coordinators

MWR Committee Officers:  
Sexual Assault Prevention and Response (SAPR) Command Point of Contact

SAPR Victim's Advocate

Suicide Prevention Officer  
Suicide Prevention Assistant Officer  
Victim Witness and Protection Program Manager  
Victim Witness and Protection Program Assistant Manager





**DEPARTMENT OF THE NAVY**  
COMMANDER, DESTROYER SQUADRON TWO EIGHT  
9727 AVIONICS LOOP SUITE 200  
NORFOLK VA 23511

5370  
Ser N00/249  
15 Dec 20

MEMORANDUM FOR THE RECORD

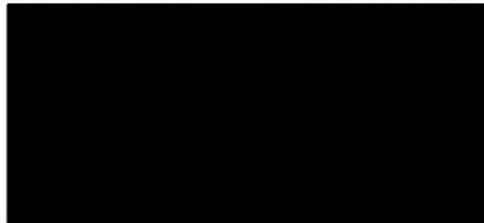
From: Commander, Destroyer Squadron TWO EIGHT

Subj: ALLEGED WRONGDOING ABOARD USS FORREST SHERMAN (DDG 98)  
ANONYMOUS INSPECTOR GENERAL COMPLAINT

Encl: (1) COMNAVSURFLANT Office of the Force Inspector General Complaint Referral  
Case 202005907  
(2) [REDACTED] ltr of 14 Dec 20

1. I have reviewed the allegations as stated in Enclosure (1) of violations of Equal Employment Opportunity, hostile work environment, mental health issues, safety, and reprisal by the Commanding Officer and Command Master Chief of USS FORREST SHERMAN (DDG 98). I agree with the Preliminary Inquiry Officer's recommendation in Enclosure (2) that this complaint lacks adequate specificity for further investigation.

2. I will address these concerns and perceptions with the Commanding Officer and Command Master Chief of USS FORREST SHERMAN (DDG 98) during a planned debriefing of the ship's most recent Defense Equal Opportunity Climate Survey (DEOCS) in early 2021.



[REDACTED]

**Subject:** FOUO-PRIVACY SENSITIVE - COMNAVSURFLANT OFFICE OF THE FORCE INSPECTOR GENERAL - COMPLAINT REFERRAL - CASE #202005907

Commodore,

**BLUF:** The CNSL Office of the Force Inspector General (CNSL OIG) is in receipt of a Hotline Complaint dated 14 Nov 20, from an ANONYMOUS complainant, who alleged wrongdoing aboard the USS FORREST SHERMAN (DDG 98).

**A. DETAILS (ALLEGED SUBJECT(S)/VIOLATION(S)):**

1. **SUBJECT (1):** Commanding Officer (CO) Francis Azzarello perpetrated the following wrongdoing:
  - a. EEO
  - b. Hostile Work Environment
  - c. Mental Health Issue(s)
  - d. Safety
  - e. Reprisal
  
2. **SUBJECT (2):** Command Master Chief (CMC) Judith Nelson-Williams perpetrated the following wrongdoing:
  - a. EEO
  - b. Hostile Work Environment
  - c. Mental Health Issue(s)
  - d. Safety
  - e. Reprisal

**B. SUMMARY OF ALLEGATIONS AS PROFFERED BY COMPLAINANT :**

1. Anonymous Complainant alleges the Commanding Officer (CO) "CDR Azzarello and CMC Nelson-Williams are growing an environment of hate and mental health problems onboard. No one can talk to them without fear of reprisal. They pretend to care about mental health but they take it out on those individuals in other ways. They are pushing impossible timelines for tasking and evolutions that is going to get people hurt, due to having to cut corners in order to meet ship imposed requirements not navy requirements. This command is going to get someone hurt or push them to hurt themselves that is why we have so many sailors check into Portsmouth, get out or resign their commission. We are doing a CMEQ survey currently and I'm sure it will be swept under the rug to keep them out of trouble, despite the fact that it will show an extremely amount of Sailors feel the same way as me. Hopefully you can help us get out of this impossible toxic environment."

Enclosure (1)





**D. OIG DETERMINED COURSE OF ACTION:**

1. Accordingly, this complaint is referred to COMDESRON 28 for INFORMATION ONLY and/or action deemed appropriate; IAW SECNAVINST 5370.5C, and Rules for Courts-Martial 303.



Please acknowledge receipt. Standing by for any questions.

R/s



14 Dec 20

From: [REDACTED]  
To: Commander, Destroyer Squadron TWO EIGHT

Subj: PRELIMINARY INQUIRY INTO THE INSPECTOR GENERAL COMPLAINTS  
AGAINST THE COMMANDING OFFICER AND COMMAND MASTER CHIEF OF  
THE USS FORREST SHERMAN (DDG 98)

Ref: (a) JAGMAN, Chapter 2  
(b) DoD Instruction 1020.03, Harassment Prevention and Response in the Armed Forces

Encl: (1) CDS 28 Preliminary Inquiry Assignment, 5830 Ser N00/240 dtd 7 Dec 20  
(2) Naval Inspector General Hotline Complaint #202003627 dtd 21 Jul 20  
(3) Naval Inspector General Hotline Complaint #202005907 dtd 14 Nov 20  
(4) Summaries of Personnel Interviews  
(5) USS FORREST SHERMAN Defense Equal Opportunity Climate Survey (DEOCS) Results  
(6) Email from Executive Officer with Assignments for the Ship's Enlisted Associations  
(7) Collateral Duty Assignment Review from USS FORREST SHERMAN

1. This reports completion of the preliminary inquiry conducted in accordance with reference (a) as directed by enclosure (1).
2. Personnel contacted: I interviewed all witnesses identified in the Inspector General (IG) hotline complaint of enclosure (2). Note, no witnesses were identified in the IG complaint of enclosure (3). Additionally, I conducted interviews of all available ship personnel who stood Quartermaster of the Watch or Boatswain Mate of the Watch during the ship's most recent deployment, the ship's Independent Duty Corpsman, the ship's Executive Officer (XO), and a doctor from the CNSL Medical Readiness Division. I also interviewed the chaplain who deployed with the ship and the two former Commanding Officers (COs) of USS Vella Gulf while CDR Azzarello was the XO. Summaries of the interviews can be found in enclosure (4).
3. Materials reviewed: I reviewed the ship's most recent DEOCS results included as enclosure (5), a list of leadership assignments with demographic information for the ship's enlisted associations included as enclosure (6), and a ship-provided collateral duty assignment review included as enclosure (7).
3. Summary of findings: Multiple specific allegations from enclosure (2) were corroborated by personnel interviews. The broad allegations found in enclosure (3) lack the necessary specificity for detailed investigation, but I reviewed enclosure (5) and determined that the generic issues identified are likely consistent with low morale on the ship, stemming from high operational tempo, the COVID operating environment with associated travel/leave restrictions, and miscommunication associated with the end of the ship's maintenance availability that have led some crew members to incorrectly believe that the ship's leadership is unnecessarily rushing to finish. I consulted with [REDACTED] Strike Group EIGHT Staff Judge Advocate, during the conduct of this preliminary inquiry.
4. Recommendation: I recommend transitioning this preliminary inquiry into a formal command investigation of the complaint made in enclosure (2). Many of the allegations fall under the DoD definition of harassment found in reference (b), which provides specific requirements and timelines for investigation. I do not believe any further action is required for the complaint made in enclosure (3), and recommend closing it with a formal memorandum for the record [REDACTED]

ENCLOSURE (5)  
PLACEHOLDER ONLY  
ELECTRONIC .MP4 FILE AVAILABLE ON NMCI

Interview Summaries (In Order of Interview Dates)

[REDACTED]

[REDACTED]

Summary of 8 Dec Interview: [REDACTED] served with CDR Azzarello aboard USS Vella Gulf between approximately Oct 2016 and spring of 2018. Azzarello was the XO and [REDACTED] was the WEPS/CSO. [REDACTED] characterized interactions with Azzarello as "hateful" and noted that he was one of the worst leaders he has ever served. [REDACTED] noted contemplating filing IG complaints against Azzarello on multiple occasions. When asked about questionable, demeaning behaviors, [REDACTED] recalled one specific interaction during ammunition onload at Yorktown, which as the WEPS, he was directing hand carrying of ammunition per the CO's order, and then XO Azzarello derided his performance by saying he was "about to be fired" and "shouldn't be a department head." He did not recall any other specific instances, but did say that department heads generally feared Azzarello and that he provided no mentorship. When asked about an alleged assault mentioned in the IG complaint (that did not happen aboard USS Forrest Sherman), [REDACTED] recalled an occasion when one of his Division Officers (then [REDACTED] [REDACTED] reported to him that XO Azzarello had grabbed him physically in an office space. [REDACTED] did not observe the alleged assault and was unsure if the CO (he believed then CAPT Mark Oberley, now retired) was aware. [REDACTED] did not believe any investigation occurred. [REDACTED] noted that Azzarello was a major reason why he was retiring from the service and compared his behavior to that of Holly Graf.

[REDACTED]

[REDACTED]

Summary of 8 Dec 20 Interview: [REDACTED] reported to USS Forrest Sherman as the prospective Operations Officer (OPS) on/about 30 Dec 2019 in Aqaba, Jordan. Prior to his arrival, the ship's IDC and the former OPS asked him about previous back surgeries and his readiness for sea duty. [REDACTED] told both that he was screened for sea duty and ready to serve. The first surgery occurred at the end of [REDACTED] tour on USS Kearsarge when after a period of lower back pain on deployment, he collapsed and was diagnosed with a ruptured disk. According to [REDACTED] no LIMDU period was required and he successfully completed a tour on USS Stout as the Fire Control Officer prior to shore duty at the Basic Division Officers Course (BDOC), working for [REDACTED]. While at BDOC, he experienced pain and numbness due to scar issue that was corrected through a second surgery that fused his L5 to his pelvis with an artificial disk. He was cleared for sea duty after that surgery and went to Department Head School (DHS). While at DHS, he was re-slotted multiple times, eventually being given orders to FSH. The IDC expressed concerns about his screening for sea duty.

Upon arrival to FSH, [REDACTED] slipped while carrying his bags and appeared to roll his ankle. He notified the IDC and told him his ankle was fine. The XO (CDR Damon Bridges) asked [REDACTED] if he was capable of opening hatches and traversing ladder wells in light of his ankle injury and previous back surgeries. [REDACTED] told the XO he was capable of doing his job but that he was not sure about hatches as he had not been on sea duty in over four years. Two days after arrival and prior to any other formal interactions with the CO (CDR Azzarello) (e.g., a check-in interview), [REDACTED] was pulled into the CO's Cabin where the

CO "asked if I was fucking with him" and told him you "shouldn't be in the Navy anymore." Further, the CO told [REDACTED] he was restricted to the O-2 level and would serve as the "Future Ops." [REDACTED] noted that he was never given an opportunity to explain his past medical history or to provide any reclama to the CO. A few days later, a IMC announcement directed all warfare leads and department heads to the bridge where the CO gave a warfighter brief on changes to the tactical environment. [REDACTED] reported and immediately after the brief (and in front of the bridge team and other officers), the CO said [REDACTED] "get over here" and then started screaming at him to not leave the O-2 level, saying "I want you off my fucking ship" and ending with "get off my bridge."

[REDACTED] noted that he spent the next 18 days in his assigned state room where he lived with then Chief Engineer (CHENG), [REDACTED] who had reported at the same time as the replacement CHENG. [REDACTED] was required to ask permission to transit for haircuts and to go to other places on the ship. When asked, [REDACTED] noted that he was not told the reason why. Sometime in mid-late January, [REDACTED] was pax transferred to Djibouti and flown back to Norfolk. He reported to the CNSL Medical Readiness Division (MRD) and met with a provider (he believes it was [REDACTED] who noted that [REDACTED] was sent home for his ankle injury and for suicide related behavior (SRB) (that he was "in fear of his life" on the ship). [REDACTED] denied any SRB or fears and believed he was fully capable of executing his duties as ordered. [REDACTED] noted that he believed the CO made calls to the Commodore (then CAPT Couture) and to the HST Medical Team (unknown). When asked if he made any inquiries or requested any assistance regarding his perceived slight, [REDACTED] noted that he had really only commiserated with [REDACTED] and not sought any other assistance.

Ultimately, [REDACTED] noted that MRD worked with BUMED and that he was again successfully screened for sea duty and re-slated to USS Vicksburg (in SLEP) where he arrived in Mar 2020 and is currently serving as the Weapons Officer and intends to fleet-up to be the Combat Systems Officer based on the CO's (CAPT Snee's) recent recommendation.

When asked for other pertinent direct observations about his approximate three weeks aboard FSH, [REDACTED] noted that he (and the rest of the Wardroom) heard the CO make an inappropriate remark about the African-American CMC during his own birthday celebration. Specifically, [REDACTED] said the CO said something like, "Where is CMC? Is she performing a burial at sea on her nappy wig?" [REDACTED] also noted observing [REDACTED] return to their shared state room where he expressed concerns about being yelled at and threatened to be fired by the CO within just weeks of arrival. [REDACTED] noted that the assigned Chaplain [REDACTED] visited him in his state room.

[REDACTED]

Summary of 8 Dec 20 interview: [REDACTED] was aboard USS Forrest Sherman as the embarked chaplain through conduct of COMPTUEX and a nine-month deployment. He estimated that he spent approximately 10-15 minutes per day on the bridge on average. During his lengthy period with the ship, [REDACTED] did not observe CDR Azzarello use any demeaning or abusive language towards another service member. He did recall seeing Azzarello yell on two occasions, once at the former Chief Engineer, [REDACTED] and once at a Chief Petty Officer. In the second situation, [REDACTED] recalled Azzarello using the "f-word" but in neither case did [REDACTED] believe that Azzarello was demeaning or abusive. [REDACTED] also recalled Azzarello asking [REDACTED] to stay in his stateroom and that he was upset about the officer's lack of integrity.



[REDACTED]

Summary of 9 Dec 20 Interview: [REDACTED] reported to USS Forrest Sherman as the Chief Engineer (CHENG) on/about 30 Dec 2019. When he arrived, the CHENG billet was gapped and being temporarily filled by a first tour division officer. CPO manning was challenged and no Top Snipe was assigned. The 3MC filled in for a portion of [REDACTED] time as CHENG, but was removed by CO Azzarello, likely (in [REDACTED] words) due to 3M struggles. EMC was elevated to serve as the Top Snipe based on [REDACTED] decision. According to [REDACTED], the first portion of his CHENG time went well and he was "on good footing" with Azzarello until after a SSS clutch repair in Qatar. After than event was complete, Azzarello issued him a series of LOIs and required him to have his senior enlisted present during any discussion, often having already met with the MPA.

When asked about any specific instances of abusive/demeaning behavior, [REDACTED] noted that CO Azzarello saw him in a passage way in Officer Country and told him, "Get your hands out of your pockets when you speak to me, you son of a bitch." Azzarello proceeded to bring him into his cabin and yelled at him some more. [REDACTED] noted that he does not believe anyone directly observed that event, but he did report it to XO Bridges and to the CMC. He noted that the XO had a non-committal response when notified. [REDACTED] also noted asking the XO for assistance in qualifying Plant Control Officer and EOOW and that the XO told him he was "just an administrator" so he should "talk to the CO." [REDACTED] noted other instances during which Azzarello talked to him in a demeaning way but was not sure if they were ever observed by another crew member. He opined that the XO may have observed some during the issuance of his various LOIs. He noted that the XO provided no mentorship and again quoted the XO as saying he was "just an administrator" and "just a big Department Head." [REDACTED] noted that the CMC spoke to him twice as part of the CO's apparent effort to provide mentorship, but simply noted that she believed "he might get fired." [REDACTED] noted that the previous CHENG left due to mental health concerns and that on one occasion when he met with the CO that Azzarello recommended that he "speak to the Chaplain for counseling" despite the fact that he had no mental health issues.

When asked about other observations of inappropriate behavior, [REDACTED] noted four specific instances. (1) During MEDEVAC of a Sailor, the watch team was not maneuvering the ship like the CO desired so the CO took the bridge wing conning microphone, screamed at an Ensign watch stander, made a conning order (hard right rudder), and then "spiked" the microphone to the deckplate. (2) On a separate occasion, [REDACTED] recalled hearing that an entire bridge watch team were called "retards" and relieved early by Azzarello. The bridge watch team at the time was [REDACTED] the Auxiliaries Officer, [REDACTED] the NETWO or CC Division Officer, and [REDACTED] the OI Division Officer. Both [REDACTED] and [REDACTED] recounted the incident to [REDACTED] separately. (3) [REDACTED] also recalled when [REDACTED] came to the bridge in response to a 1MC announcement and was publicly chided by the CO who asked and told [REDACTED] "Do you take orders seriously? Do you think this is a fucking joke? Get off the bridge." (4) Lastly, [REDACTED] noted hearing Azzarello comment about the African-American CMC's "nappy wig" during a Wardroom gathering.

[REDACTED] noted that the EMO (vice a senior department head) was serving as the Senior Watch Officer and that the CO did remove qualifications, specifically noting two instances that he believed were excessive. (1) The Damage Control Assistant, [REDACTED] EOOW qualification was removed and the CO made her stand Sounding and Security Watch after the XO identified that the watch team was incorrectly

operating a head tank fill valve. (2) The Anti-Submarine Warfare Officer (ASWO) was OOD when the ship got underway from an anchorage with only 3 of 4 Hydraulic Power Units (HPU) for steering energized. The ASWO had "all qualifications" removed and was assigned Conning Officer after that event. [REDACTED] believes an LOI was assigned. For the same event, the Aft Steering Safety Officer (the Repair Officer, ENS ) had that qualification removed and was told that he "didn't deserve to be in the Navy."

[REDACTED] said that CDR Azzarello "gives SWOs a bad name" and that he was "Holly Graf like." [REDACTED] was detached for cause by Azzarello on 10 Jun 2020.

[REDACTED]

Summary of 9 Dec 20 Telephone Interview: [REDACTED] was the Ordnance Officer (ORDO) about USS Vella Gulf. When asked about an alleged physical assault with CDR Azzarello (then XO), [REDACTED] noted that Azzarello had repeatedly poked him with his fingers in the collarbone after becoming upset about preparations for a maintenance spot check. [REDACTED] said the incident began when he arrived to XO Azzarello's stateroom with his GM3 (maintenance person). Azzarello became upset about the preparation and asked [REDACTED] to get his CPO. [REDACTED] and the GM3 left, and [REDACTED] returned with the GMC. XO Azzarello yelled at the GMC and then dismissed him before continuing to yell at [REDACTED] getting in his face and then poking him in the collarbone area. [REDACTED] noted that he reported the event to his department head, [REDACTED] and that he chose not to file any type of complaint and did not really talk to anyone else on the ship about it, believing it was in his best interest to let it go. [REDACTED] was asked to provide his own written account of this event which he did via an emailed Word Document included as separate enclosure.]

[REDACTED]

Summary of 9 Dec 20 Interview: [REDACTED] was sent to USS Forrest Sherman from USS Vicksburg to serve as a TEMADD Disbursing Officer (DISBO) for approximately 6-7 months between Sep 2019 and Feb 2020. [REDACTED] explained that his time aboard FSH "wasn't good, but wasn't bad" and that it was a "tough deployment with low morale." Within the Wardroom specifically, it was the "same story" among the junior officers - lots of concerns over officers being fired, qualifications being pulled, and getting yelled at repeatedly. He mentioned that "great JOs" were getting fired. [REDACTED] also noted that department heads were stressed, specifically mentioning a female Chief Engineer who left via MEDEVAC and a Weapons Officer [REDACTED] who "didn't know what the CO wanted."

When asked about specific instances of questionable behavior that he personally observed, he noted two. (1) During what he believed was an UNREP brief in Jan/Feb 2020, the "CO told the CMC that she should probably secure that nappy ass weave [or wig] before we go alongside." (2) On a separate occasion, [REDACTED] the Supply Officer, the OOD from the previous night, and the other DISBO were chewed out





[REDACTED]

Summary of 10 Dec 20 Interview: [REDACTED] (IDC) recalled that [REDACTED] told him late on the evening of his first night aboard that he couldn't feel his feet and "doesn't think he can do this" after "falling down a ladderwell." He indicated that he notified the CO of the discussion and documented it in an online health database (Alta). He recalled consulting with the HST's SMO as well as MRD and that a determination was made to send [REDACTED] back stateside. He noted no mental health issues but recalled providing [REDACTED] some medication to assist with sleeping issues. He believes that he consulted with [REDACTED] at CNSL MRD.

CDR Damon Bridges, Executive Officer, USS Forrest Sherman

[REDACTED]

Summary of 10 Dec 20 Interview: CDR Bridges (XO) never personally observed any insults or demeaning/abusive language from the CO. Bridges did note that Azzarello had publically corrected individuals, including himself, but that those times were warranted. Bridges recalled that [REDACTED] notified him that the CO had called him a "son of a bitch." Bridges went to talk to the CO and the CO admitted it and said "he had made a mistake."

Regarding [REDACTED] Bridges recalled that [REDACTED] told the IDC about an issue his first night aboard and then [REDACTED] sought him out to tell him he was "concerned about falling and in fear of his life." He noted that the CO ordered [REDACTED] to stay on the O2 (O' Country) level to keep him safe and avoid need for MEDEVAC given the ship's tactical environment. Bridges noted that [REDACTED] came to see him two or three days later and said he "was fine" and that he had "concerns about making LCDR." Bridges recalled [REDACTED] coming to the bridge after a IMC announcement and that the CO addressed the issue on a cleared bridge wing after a brief. When asked, Bridges indicated that Azzarello did not access RADM or personally make changes/remove qualifications in that electronic system.

[REDACTED]

Summary of 11 Dec 20 Interview: [REDACTED] served under CDR Azzarello as the Operations Officer (OPS) aboard USS Forrest Sherman for exactly 90 days, leaving the ship on 11 Dec 19. [REDACTED] noted that her time under Azzarello was exceptionally difficult and that she received two letters of instruction (LOIs) during the short period, which culminated in his decision that she would not fleet-up from OPS to PTO as well as removal of her command recommendation on her detaching FITREP. [REDACTED] noted that she was replaced as the Senior Watch Officer by an LDO (EMO) immediately after change of command. LDO was filling a gapped CSO position at the time. [REDACTED] noted that the CO (Azzarello) and XO (Bridges) both offer a degree of preferential treatment towards prior enlisted officers and LDOs. Near her detachment, [REDACTED] asked the XO for a letter of extension instead of a FITREP and believes the CO (Azzarello) kept her a day longer so that there was no choice but to write a detach FITREP (89 versus 90 days).



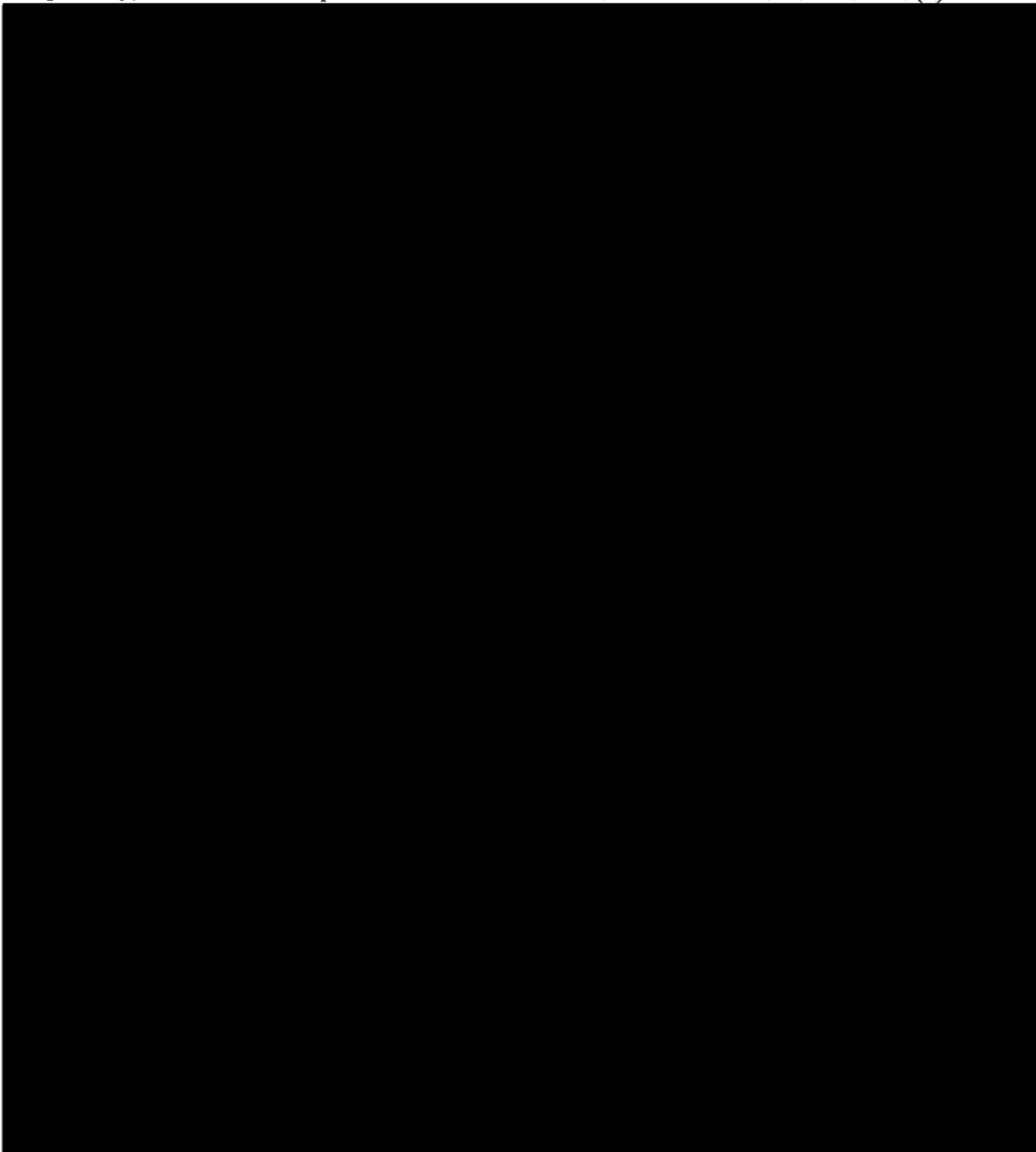


USS Forrest Sherman Wardroom Interview

I conducted individual interviews with all the ship's officers who have been aboard the ship since before November 2020 with the exception of two who were on ROM due to COVID-19 close contact [REDACTED]. All interviews occurred between 16 - 21 Dec 2020.

When conducting the interviews, I asked each officer to read DoD definitions of harassment and bullying and then proceeded to ask a standardized series of questions regarding their observations of the chain of command, never specifically asking about any one member. For those who answered yes and had specific details for any of the questions, I asked them to provide written statements, which are included as separate enclosures.

The following is a complete list of all officers interviewed (besides the CO/XO who are included separately) with those who provided written statements annotated with an asterisk (\*):



The following are my pertinent notes from those officers interviewed who did not observe directly or have specific details of questionable behaviors and thus did not provide written statements:

██████████ indicated receiving a counseling chit from the CO for gage cal, but not LOIs. He indicated that there were definitely some junior officers who were scared to be on the bridge due to the stressful nature of the job and several events – he mentioned an event with a dhow that could have hit the ship. He said it was actually a better culture/climate than most ships he had observed. He indicated there was a group in the wardroom that took up huge amounts of time and energy to push through qualifications. He said it was a culture of respect, dignity, and fair treatment.

██████████ noted that some junior officers were underperforming and not meeting fleet standards. He believed the bridge was in general too tense. While he had not personally observed any issues, he said he was “not surprised by the IG” and that he was sure there “were times when the CO said things he shouldn’t have.” He also noted trying to take some of the brunt of it and asking the CO on several occasions to let him handle issues.

██████████ indicated that his LOI was appropriate, that the CO was a yeller/screamer, and that he observed a few occasions of name calling but couldn’t recall specifics. However, he didn’t believe things had ever truly crossed professional lines. He noted that ██████████ struggled during his TEMADD aboard the ship.

██████████ noted that the CO was “not bullying you but that it was about things you have done.” He indicated that the CO got loud but it was not unwarranted on occasions he observed. He noted that it was a highly professional environment.

██████████ noted no issues other than low morale due to scheduling challenges and COVID-19.

██████████ noted that nothing he observed rose to the level of harassment. He indicated that he was a sounding board for other JOs getting LOIs and that from what he gathered, LOIs were statements of facts, not threats by the CO. While all LOIs were founded in fact, he was surprised that some rose to that level. He noted that CDR Azzarello set a higher bar than average but that it was not unreasonable. The extensions on deployment were tough and made for clear shifts in morale. He characterized the ship as a professional work environment.

██████████ noted hearing stories but not necessarily observing any issues first hand. He did indicate that there seemed to be inconsistency, uncertainty with respect to LOIs and that people were getting removed from watch routinely. He also noted that the previous CO had not necessarily set OODs up as proficient, putting CDR Azzarello in a tough situation. He agreed with some non-attains, but not others. He indicated that he believed things may have crossed professional boundaries on occasions and that for some “it became fear of the CO vice respect.”

██████████ arrived in June 2020 and indicated no adverse experiences aboard the ship, noting great mentorship from his department head.

██████████ arrived in June 2020 and had observed no issues.

[REDACTED] arrived in July 2020 (TAD) and permanently in October 2020. He noted that the command was accommodating and he had nothing but positive interactions with his department head, XO, and CO. He did know that junior officers were “complaining and scared” of the CO, and he heard that the CO was sometimes verbally abusive, a screamer/yeller, and that he could be belittling, but that he had not observed any of that. He noted that some of that came from [REDACTED]

[REDACTED] noted that the CO (and XO) were not bad from previous ones he had worked with. He said that the CO gave lots of opportunity to plan but would take it back if mistakes were made. He never personally observed any demeaning language but had heard about it. He found it strange that Mattrella was mentored by the CMC and stated that she was one of the best department heads he had served for.

[REDACTED] noted that LOIs might be a little bit overboard, and that during deployment, it was more about holding personnel responsible for things they had not been well trained to do. In his opinion, nothing crossed any professional lines.

Additionally, I asked [REDACTED] to clarify a comment made in her written statement regarding “having to lower our voices” and she alleged that CDR Azzarello did not like the high pitch of her voice.

[REDACTED]

Summary of 8 Jan 21 Interview: [REDACTED] was the Weapons Officer on Forrest Sherman from Spring 2019 (prior to CDR Azzarello’s arrival) to October 2020. He indicated that CDR Azzarello could be “tyrannical and not easy to work with” and that he was “always combative.” He noted receiving approximately 10 letters of instruction (LOIs) and being threatened to be fired on numerous occasions. While CDO in port, he was conducting a RADM scrub of delinquent qualifications per the CO’s direction to all department heads. One of his division officers [REDACTED] was on the list and the CO called him to the stateroom to ask, “did you not think I was serious?” [REDACTED] indicated that CDR Azzarello repeatedly thrust his finger at him (without contact) and said if you think this is funny, wait until you see what I’m going to do with your career. [REDACTED] noted that he was relieved as the CDO for that issue.

He recalled an ATWO board for [REDACTED] during which CDR Azzarello began the board with “you’re hear for a board, but really I want to DFC you.” After the board, [REDACTED] indicated that Azzarello said “you have the knowledge, but can’t manage a program so I’m not giving you a qualification letter.” He noted that Azzarello routinely called people “retards” in a joking way. He recalled an instance in which the CO said something like, “take your gang of retards and go unfuck this issue.” [REDACTED] noted that CDR Azzarello made fun of the CMC’s hair in wardroom meetings and that the CMC would laugh about it, but he did not recall any racial insults. [REDACTED] recalled that CDR Azzarello would belittle [REDACTED] in front of the department heads but indicated that his performance was not good. [REDACTED] recalled that [REDACTED] came to him in tears after an incident on the bridge related to beer.

[REDACTED] said he could confide in the XO and was not worried in doing so; the noted that the XO was reasonable and helped give CO’s direction perspective. [REDACTED] noted that CDR Azzarello really



cared about the performance of the ship and had very high standards, but that his delivery was off, noting again that he was never on the same side and always combative. [REDACTED] noted that he “never felt like quitting more in his life” than during the tour.

When asked if CDR Azzarello ever gave him an unlawful order or directed him to do something inappropriate, he paused and said, “not really, closest thing would be what NCIS is investigating” (which I had placed off limits at the start of our interview).

CMDCM Judith Nelson-Williams, Command Master Chief

[REDACTED]

Summary of 11 Jan 21 Interview: CMC Nelson-Williams noted that deployment was stressful with a helter-skelter schedule that created pressure. She noted that meetings were tense because the CO asked for a lot of info and department heads were not always providing. She said CDR Azzarello would sometimes yell and other times walk out of meetings. She said, however, that CDR Azzarello’s behavior did not cross professional lines. With respect to counseling of officers, she noted that “maybe five” officers were given direction to see her for letters of instructions. She recalled that [REDACTED] was one due to the fact that she was administratively struggling. On [REDACTED] CMC Nelson-Williams noted that the previous CO, CAPT O’Loughlin did not want to fleet her up but didn’t want to go through the headache of dealing with the change in orders. She noted that it was common for officers to be assigned an “enlisted mentor” for admin-like issues.

She recalled working with [REDACTED] [REDACTED] was counseled for sexist jokes and [REDACTED] was not receptive to feedback. CMC “heard” that the CO called [REDACTED] a “son of a bitch” and indicated that she talked to CDR Azzarello about the incident and that he admitted it was wrong. CMC noted that [REDACTED] started off alright but that his performance went downhill following a loss of power incident and the associated critique after which the CO directed the DLCPO (EMC) to attend meetings with him for support. She noted that the previous Chief Engineer [REDACTED] came to her office in tears and was concerned about being able to perform her duties; she noted that the XO, CDR Bridges, was involved in counseling [REDACTED] to include allowing her to make phone calls from his stateroom.

CMC Nelson-Williams noted that [REDACTED] showed up and went to medical almost immediately because he was afraid that he would fall on ladderwells. She indicated that the IDC said [REDACTED] believed he could not do this. CMC was aware that the CO gave [REDACTED] an order to stay in his stateroom and the officer country area on the O-2 level in order to prevent an injury.

When asked if CDR Azzarello joked around with her about her hair, she noted that “the CO gave me shit about my wig all the time in a joking way, not offensive.” She did recall him making a public comment at his birthday celebration but didn’t hear him specifically use the words, “nappy ass wig.” She noted that she was some distance away when he commented that day and she also noted that they would banter back and forth regularly to include at OPS-INTEL briefs.



CMC was aware that individuals who made mistakes on watch would have qualifications removed; she indicated that she believed those were appropriate. She recalled an issue with the proper amount of beer for beer day and indicated she assisted the Supply Officer in coming to a resolution.



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1412  
DDG 98/CO  
15 Apr 20

**SECOND ENDORSEMENT on USS FORREST SHERMAN ltr 1412 Ser DDG 98/142 of  
13 Apr 20**

**From: Commanding Officer, USS FORREST SHERMAN (DDG 98)**  
**To: Commander, Navy Personnel Command (PERS-412)**  
**Via: Commander, Naval Surface Force Atlantic**

**Subj: REPORT OF SWO NON-ATTAINMENT ICO ENS COLIN D. BUTLER, USN**

1. Forwarded.

[Redacted Signature]

**F. J. AZZARELLO**

1412  
Legal  
15 Apr 20

FIRST ENDORSEMENT on USS FORREST SHERMAN ltr 1412 Ser DDG 98/142 of  
13 Apr 20

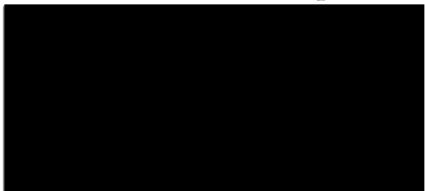
From: [REDACTED]  
To: Commander, Navy Personnel Command (PERS-412)

Subj: REPORT OF SWO NON-ATTAINMENT ICO [REDACTED]

1. This statement is in reference to my non-attainment as a Surface Warfare Officer (SWO). The inability to obtain my Officer of the Deck (U/W) qualification was the biggest hurdle to obtaining my SWO qualification. Despite several doubts about whether I chose the right community to serve my country following my commission from the U.S. Naval Academy, I worked hard to perform to the best of my ability in the Surface Warfare community. Several people assisted me in gaining the prerequisite knowledge and aptitude to properly lead a bridge watch team, and I thank them for their continuous support. From the very beginning, I chose to be forthright and honest about my struggles to perform and to this day feel as though I made the correct decision to be transparent. The passion I once had for the Surface Warfare community did not manifest in the way I was expecting once I began to chase the more advanced qualifications.

2. It is my strongest desire to continue to serve my country in the United States Navy. I know that I am a capable Officer and intend on making a career out of my Naval service. Despite the struggles I encountered while pursuing my OOD and SWO qualifications, I possess the leadership, honor, integrity, courage, and commitment to continue serving as a Naval Officer in another community.

3. The lessons I have learned while onboard FORREST SHERMAN will remain with me for life. I have grown as a leader, albeit after a period of dormancy, and experienced major personal development throughout my tour. My professional development was made a priority by some of those in my immediate chain of command and outside of it too but never reached terminal velocity before this decision was made. During my time onboard, I led a successful division through a SIXTH Fleet Dynamic deployment and a complex FIFTH Fleet deployment. I have had the pleasure of multiple leadership experiences, but the most enjoyable was getting to witness my Sailors succeed, advance, and reenlist. The passion I have to lead is irrefutable and once paired with a community committed to investing in me, I am positive I will be of undeniable added value.





**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1412  
Ser DDG 98/142  
13 Apr 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: Commander, Navy Personnel Command (PERS-412)  
Via: [REDACTED]  
(2) Commanding Officer, USS FORREST SHERMAN (DDG 98)  
(3) Commander, Naval Surface Force Atlantic

Subj: REPORT OF SWO NON-ATTAINMENT ICO [REDACTED]

Ref: (a) COMNAVSURFORISNT 1412.7 (Series)

Encl: (1) Letter of Instruction ICO [REDACTED]  
(2) Letter of Instruction ICO [REDACTED]  
(3) Letter of Instruction ICO [REDACTED]  
(4) Letter of Instruction ICO [REDACTED]

1. Per reference (a), this letter is submitted to document the inability of [REDACTED] to demonstrate the requisite skill, level of knowledge, and initiative necessary to qualify as a Surface Warfare Officer (SWO). Details of his potential and the circumstances leading to his non-attainment are outlined below and further explained in enclosures (1) through (4).

2. [REDACTED] lacks the aptitude, level of knowledge, initiative, and maturity required for me to qualify him as an Officer of the Deck (OOD). I have grave reservations as to his ability to drive the ship and run a bridge watch team. Therefore, I have no confidence in granting this qualification. [REDACTED] overall level of knowledge is low in relation to his extensive time onboard and thus far he has not demonstrated an ability to consistently exercise the required level of effort or engagement when standing the watch. His reports to me are erratic and do not instill confidence that he understands the situation or the second and third order effects of decisions he makes as OOD. Given that he has been assigned to FORREST SHERMAN for well over 20 months, and has significant at sea time through two HARRY S. TRUMAN Carrier Strike Group deployments to the FIFTH and SIXTH Fleet AORs, he has not demonstrated that he has now or will ever have the requisite skill or level of knowledge necessary to exercise sound judgment or properly lead a watch team. Specifically:

a. FORREST SHERMAN was a Dynamic Employment Deployer, executing one SIXTH Fleet and one FIFTH Fleet deployment and the required training cycle events over his 20 months onboard. These deployments exposed [REDACTED] to a myriad of complex Bridge evolutions and a consistent opportunity for training and experience. Despite these training events and multiple operational deployments in which a destroyer performs nearly all the tasks and evolutions that any SWO can expect to see, he has not demonstrated to me an ability to execute my Standing Orders, run a Bridge watch team, or drive the ship in other than an open ocean scenario.



Subj: REPORT OF SWO NON-ATTAINMENT ICO [REDACTED]

3. Both my predecessor in command and I counseled him on his qualifications and poor performance as a Division Officer. I along with other Officers have attempted to coach him to the best of our ability. Additionally, my Senior Watch Officer mentored him on his qualification delinquencies and shortfalls; assigning him to the watchbill in watches that would afford him the most opportunities to gain experience. In enclosure (2) I assigned him a mentor and assigned him weekly study topics and mentor sessions to improve his level of knowledge and watchstanding. As documented in enclosure (4), [REDACTED] failed to take substantial action on the written order in enclosure (2) and the actions I detailed to help him. His failure to act and inability to accept help is another indicator that he does not have maturity to be a SWO nor has he ever taken the qualification process seriously. His Divisional Chief also went above and beyond to help [REDACTED] in his path to qualification and in performing his duties, yet he did not accept any of the assistance and training. Regardless of many individuals' efforts to help [REDACTED] he has continued to demonstrate a profound lack of situational awareness and a general lack of consideration in regards to the duties and responsibility of an OOD. On multiple occasions he has remarked to me that his heart really isn't into standing bridge watch or being a SWO and that he would like to separate from the Navy and become a Marine. This lack of initiative and desire to become a SWO has clearly manifested itself in his overall poor performance documented in enclosures (1), (2) and (4). After reinstating him to OOD under instruction (U/I) in enclosure (3), on 29 January 2020 and moving [REDACTED] under several OOD over instructors to assist him, nearly all have reported that he is routinely unengaged, unfocused, and cannot be trusted to act without prompting. On 21 February 2020, I issued enclosure (4) to provide him one final opportunity to demonstrate the requisite level of knowledge, desire, and initiative to qualify as an OOD. He failed to earn my trust and seize the opportunity afforded him, in short he simply did nothing. In fact, I held other Officers back in their qualifications path to give him additional opportunities and time to qualify. By his own words to me; he stated that he had not really tried, which tells me he has yet to understand the gravity of being a Naval Officer. On 17 March 2020, I demoted him yet again to Conning Officer and he has made no attempt nor has shown any efforts to better his current position. His statements coupled with his poor performance in almost every regard solidified my belief that he would never have the required ability, decision making skills, or maturity to keep my ship and my crew safe. For these reasons I cannot in good conscience qualify him as an OOD or as SWO.

4. It is with much consideration I reached this determination. [REDACTED] is a nice young man and I enjoy his sense of humor, however, he is an Officer who has not displayed the maturity and level of knowledge to be a SWO. Therefore, I recommend he be selected by another community during the Probationary Officer Continuation and Re-designation Board and be retained in the Naval service.

[REDACTED]  
F. J. AZZARELLO

Copy to:  
COMDESRON TWO EIGHT  
[REDACTED]



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09568

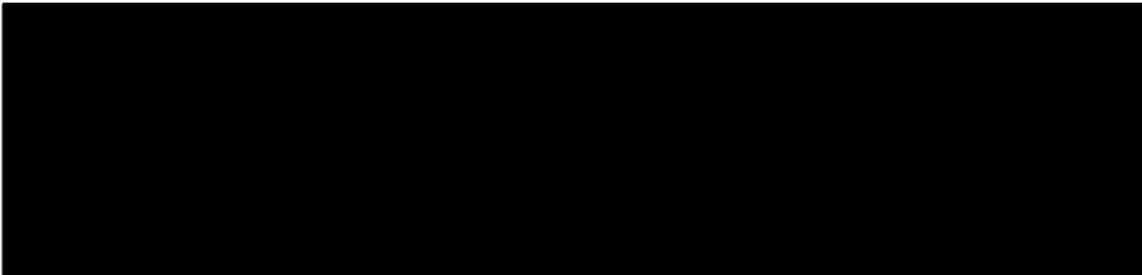
1611  
DDG 98/CO  
20 Feb 19

**From:** Commanding Officer, USS FORREST SHERMAN (DDG 98)

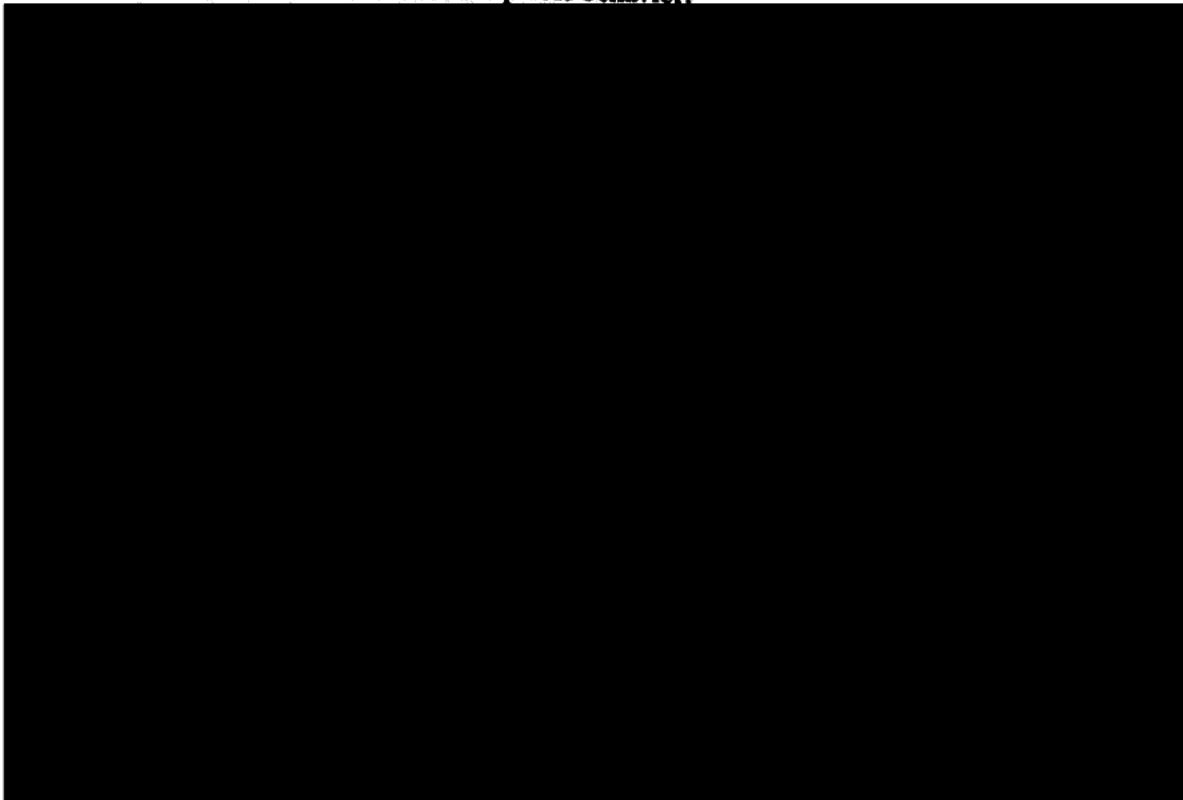
**To:** [REDACTED]

**Subj:** LETTER OF INSTRUCTION

**Ref:** (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105



2. The following is a list of some unacceptable behavior:



Enclosure (1)

**Subj: LETTER OF INSTRUCTION**

**3. I direct that you take the following corrective actions:**

[REDACTED]

**P. R. O'LOUGHLIN**

**Copy to:  
Executive Officer**

[REDACTED]



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09668

1611  
DDG 98/CO  
13 Jan 20

**From:** Commanding Officer, USS FORREST SHERMAN (DDG 98)

**To:** [REDACTED]

**Subj:** LETTER OF INSTRUCTION

**Ref:** (a) MILPERSMAN 1611-020  
(b) JAGMAN 0105  
(c) NAVEDTRA 43101-4G  
(d) FSHINST 3000.1 (Series)

**Encl:** (1) Mentor Log

2. Specifically:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Enclosure (2)



**Subj: LETTER OF INSTRUCTION**

[REDACTED]

[REDACTED]

**4. The following corrective actions will be taken:**

[REDACTED]

[REDACTED]

[REDACTED]



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09589

1611  
DDG 98/CO  
29 Jan 20

**From:** Commanding Officer, USS FORREST SHERMAN (DDG 98)

**To:** [REDACTED]

**Subj:** LETTER OF INSTRUCTION

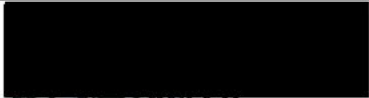
**Ref:** (a) MILPERSMAN 1611  
(b) JAGMAN 0105  
(c) NAVEDTRA 43101-4G  
(d) FSHINST 3000.1 (Series)

**Encl:** (1) Letter of Instruction ICO [REDACTED] dtd 13 Jan 20



Enclosure (3)

**Subj: LETTER OF INSTRUCTION**



**F. J. LAZZARELLO**

**Copy to:  
Executive Officer  
Senior Watch Officer**



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09589

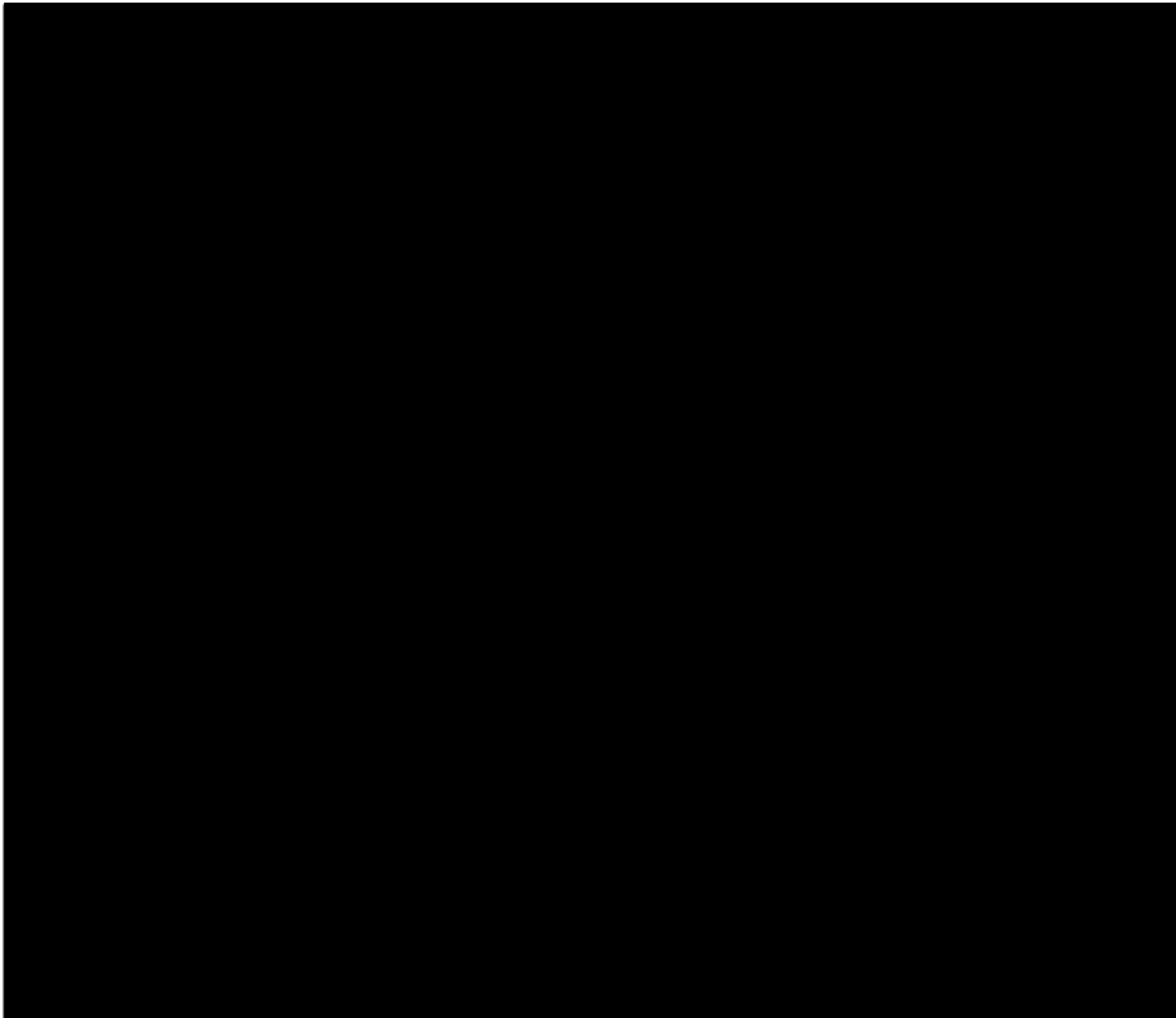
1611  
DDG 98/CO  
21 Feb 20

**From: Commanding Officer, USS FORREST SHERMAN (DDG 98)**

**To:** [REDACTED]

**Subj: LETTER OF INSTRUCTION**

**Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105  
(c) NAVEDTRA 43101-4G  
(d) FSHINST 3000.1 (Series)**



Enclosure (4)

**Subj: LETTER OF INSTRUCTION**

[REDACTED]

[REDACTED]

**E.J. AZZARELLO**

[REDACTED]

**Copy to:  
Executive Officer  
Senior Watch Officer**



**DEPARTMENT OF THE NAVY**

COMMANDER  
NAVAL SURFACE FORCE ATLANTIC  
1751 MORRIS STREET BOX 168  
NORFOLK VA 23511-2808

1412  
Ser N00/ 026  
27 Jan 20

THIRD ENDORSEMENT on USS FORREST SHERMAN (DDG 98) ltr 1412 Ser DDG 98/003  
of 4 Jan 20

From: Commander, Naval Surface Force Atlantic  
To: Commander, Navy Personnel Command (PERS-412)

Subj: REPORT OF SURFACE WARFARE OFFICER NON-ATTAINMENT ICO  
[REDACTED]

Ref: (a) COMNAVSURFORINST 1412.7

1. [REDACTED] did not demonstrate the requisite level of knowledge and aptitude to attain Surface Warfare Officer qualification in accordance with reference (a). I concur with and affirm his non-attainment.

2. Forwarding and recommending that [REDACTED] not be retained in the Naval service.  
[REDACTED]

R. I. KITCHENER

Copy to:  
USS FORREST SHERMAN (DDG 98)  
[REDACTED]

FOR OFFICIAL USE ONLY - PRIVACY SENSITIVE



DEPARTMENT OF THE NAVY  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09589

1412  
Ser DDG 98/003  
4 Jan 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: Commander, Navy Personnel Command (PERS-412)  
Via: (1) [REDACTED]  
(2) Commanding Officer, USS FORREST SHERMAN (DDG 98)  
(3) Commander, Naval Surface Forces Atlantic

Subj: REPORT OF SURFACE WARFARE OFFICER NON-ATTAINMENT ICO LTJG  
[REDACTED], USN

Ref: (a) COMNAVSURFORISNT 1412.7 (Series)

Encl: (1) Letter of Instruction [REDACTED]  
(2) Letter of Instruction [REDACTED]  
(3) Memorandum for the Record ICC [REDACTED]  
(4) Letter of Instruction ICO [REDACTED]  
(5) Mid-Term Counseling IC [REDACTED]  
(6) List of Standing Order Violations ltr of 26 Dec 19 [REDACTED]  
(7) Officer of the Deck (OOD) Qualification Removal Letter ltr of 2 Jan 19 [REDACTED]

1. Per reference (a), this letter is submitted to document the inability of [REDACTED] to demonstrate the requisite skill, level of knowledge, and aptitude necessary to qualify as a Surface Warfare Officer (SWO). Details of his potential and the circumstances leading to his non-attainment are outlined below and further explained in enclosures (1) through (7).

2. [REDACTED] lacks the judgment and aptitude required for me to qualify him as a SWO. Although [REDACTED] was qualified Officer of the Deck (OOD) before I assumed command, after watching his performance I have grave reservations as to his competence as a bridge watchstanders and ability to lead a bridge watch team. [REDACTED] lacks the ability to consistently exercise sound judgment or make rational, coherent, decisions and lead when standing OOD. His reports to me are erratic and do not instill confidence that he understands the situation or the second and third order effects of decisions he makes as OOD. Given that he has been assigned to FORREST SHERMAN for two years, and has significant at sea time through three HARRY S. TRUMAN Carrier Strike Group's Dynamic Force Employment deployments to the FIFTH and SIXTH Fleet Area of Responsibility, he has not demonstrated that he has now or will ever have the requisite skill or level of knowledge necessary to exercise sound judgment or properly lead a watch team. Specifically,

a. On several occasions [REDACTED] failed to follow my written and verbal guidance while standing OOD. On 10 November 2019 while providing close escort to USNS BIG HORN, I provided clear direction that he remain at least two nautical miles from the replenishment vessel. Due to a poor understanding of relative motion and careless watch standing, I walked onto the bridge and discovered [REDACTED] had not only violated my order to remain two nautical miles from the vessel we were escorting but he and his team were unaware that they were less than one nautical mile away from USNS BIG HORN. When I questioned [REDACTED] and his bridge team as to why they closed the vessel in direct contradictions of my order, they stated that "they didn't know why and were not

Subj: REPORT OF SURFACE WARFARE OFFICER NON-ATTAINMENT ICO [REDACTED]

paying attention". His lack of focus and passive watch standing could have endangered my ship and its crew. For this egregious error and violation of my trust he was issued enclosure (1) and demoted to Officer of the Deck under instruction and assigned to stand watch under my most experienced OOD in an effort to help him become a better bridge watch stander and better manage his bridge team. He was later re-instated as OOD in enclosure (2).

b. On 10 December 2019, I issued enclosure (4) to formally document his performance after he failed to meet my standards of watch standing and he requested to be removed from the bridge due to stress and an inability to focus while on watch. During this time his performance and the performance of his watch team steadily declined and he struggled to make required reports, make coherent decisions or provide clear recommendations when I questioned him. Concerned for his health I removed him from all watch standing duties and directed him to talk to the Chaplain, and my Independent Duty Corpsman which is detailed in enclosure (3). During this time I also conducted his midterm counseling as documented in enclosure (5) and we discussed the challenges he was having as a watchstander and Division Officer along with a path to improving performance. After two weeks off the bridge watch bill his overall demeanor improved, however his performance as OOD was still poor by almost every measure. On 26 December 2019, I again removed [REDACTED] from the bridge due to him blatantly violating my Standing Orders and being wholly unaware of vessels in close quarters to FORREST SHERMAN without him notifying me or making the required contact reports and he personally detailed in enclosure (6). The culmination of the incidents resulted in the removal of his OOD qualification in enclosure (7).

c. During my time in command [REDACTED] has demonstrated a profound lack of situational awareness and a general lack of consideration in regards to his duties and responsibility as OOD. On multiple occasions he has remarked that his heart really is not into standing bridge watch or being a SWO. This has clearly manifested itself in his overall poor performance. During routine evolutions he failed to demonstrate that he could consistently perform the duties of an OOD, make required reports, understand my required permission items, and to make sound maneuvering decisions in accordance with the Rules of the Road. His poor performance in almost every regard solidified my belief that he would never have the required ability or decision making to keep my ship and my crew safe. For these reason I cannot in good conscience qualify him as a SWO.

3. It is with much consideration I reached this determination. [REDACTED] is a good person and in other respects, an average officer. Failure to qualify as a SWO should not be viewed negatively as to his character. Therefore, I recommend he be selected by another community such as Intelligence or Human Resources during the Probationary Officer Continuation and Re-designation Board and be retained in the Naval service.

[REDACTED]  
E. J. AZZARELLO

Copy to:  
COMDESRON TWO EIGHT  
[REDACTED]





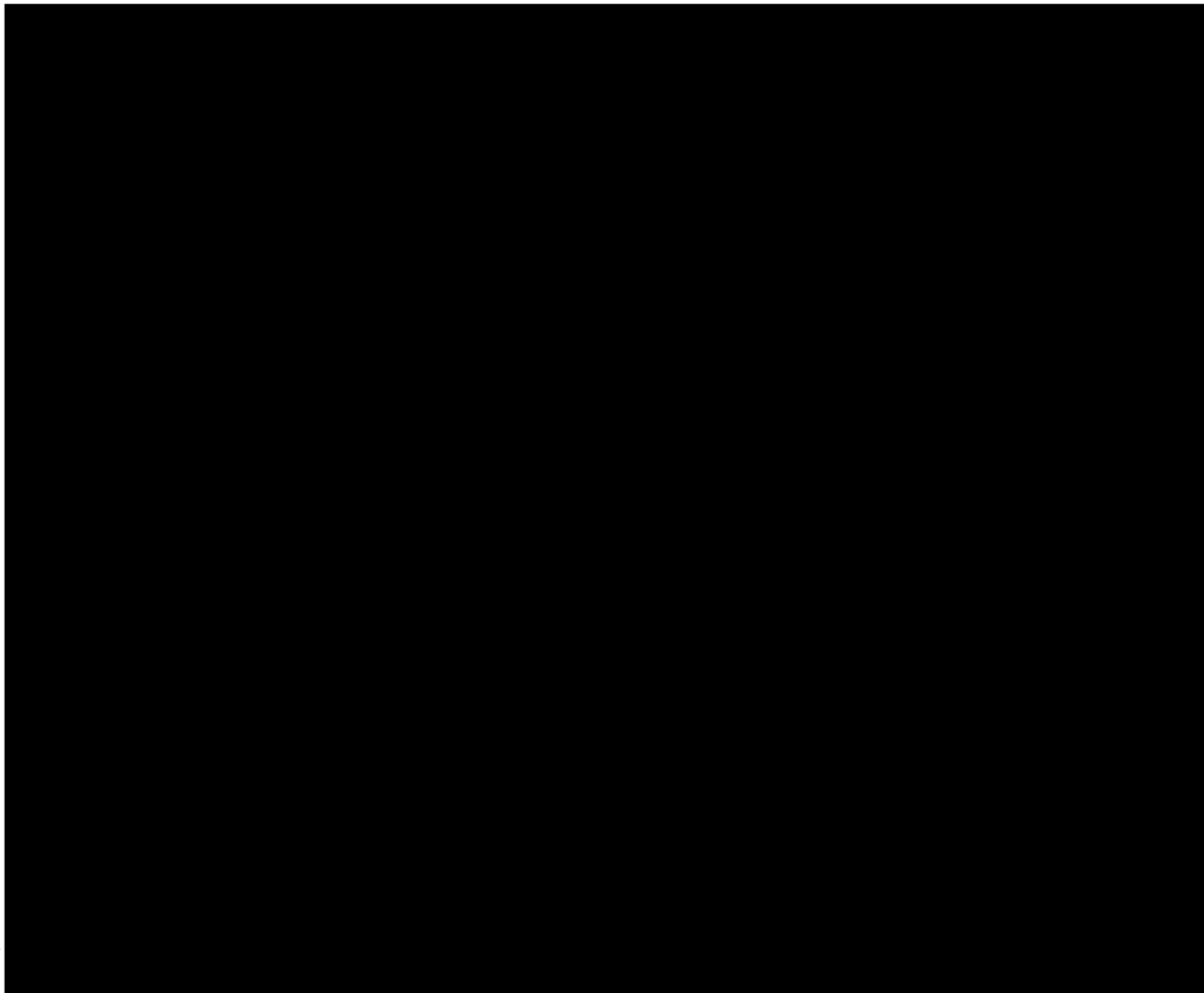
DEPARTMENT OF THE NAVY  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1430  
DDG 98/CO  
12 Nov 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: [REDACTED]

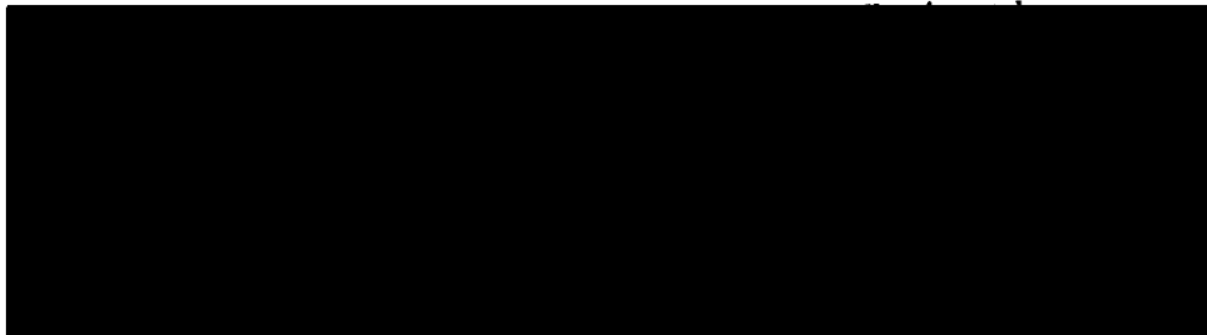
Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105  
(c) NAVEDTRA 43101-4G  
(d) FSHINST 3000.1 (Series)



Enclosure (1)

Subj: LETTER OF INSTRUCTION



F. J. AZZARELLO



Copy to:  
Executive Officer  
Senior Watch Officer



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1430  
DDG 98/CO  
21 Nov 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105  
(c) NAVEDTRA 43101-4G  
(d) FSHINST 3000.1 (Series)

[REDACTED]

[REDACTED]

LTJG AZZARELLO

[REDACTED]

Copy to:  
Executive Officer  
Senior Watch Officer

Enclosure (2)



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
FPO AE 09569-1214

1412  
Ser DDG 98/ CO  
03 Dec 2019

MEMORANDUM FOR THE RECORD

Subj: [REDACTED] WATCHSTANDING

Ref: a. FSHINST 3000.1J

[REDACTED]

[REDACTED]

*F. J. AZZARELLO*

Copy to:  
Executive Officer  
Legal Officer

Enclosure (3)



DEPARTMENT OF THE NAVY  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

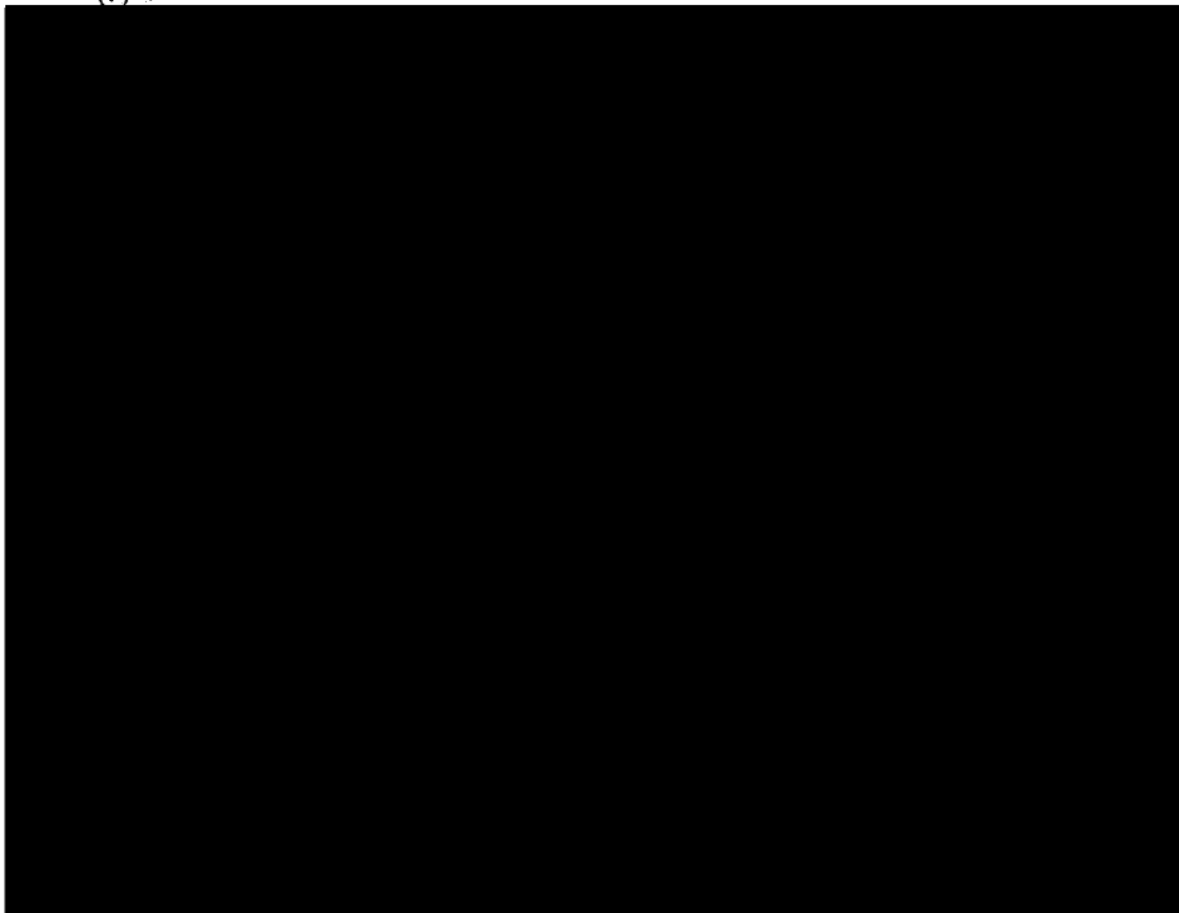
1430  
DDG 98/CO  
10 Dec 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: [REDACTED]

Subj: LETTER OF INSTRUCTION

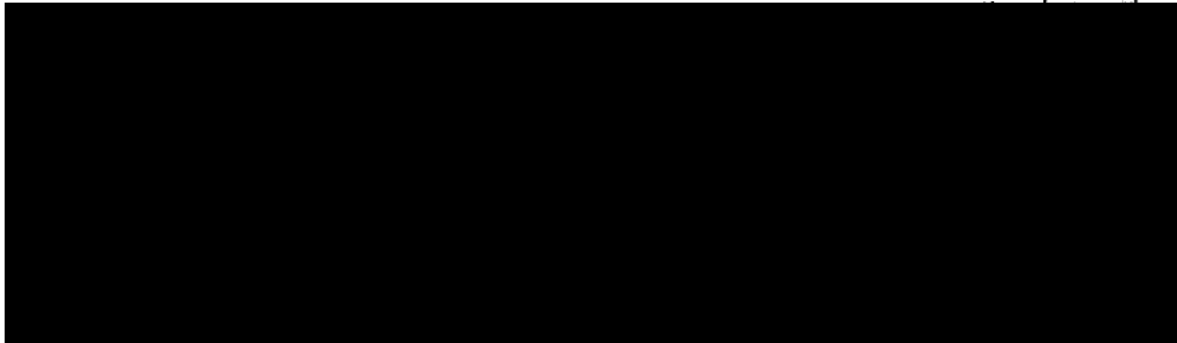
Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105  
(c) NAVEDTRA 43101-4G  
(d) FSHINST 3000.1 (Series)

Encl: (1) Letter of Instruction ICO [REDACTED] dtd 12 Nov 19  
(2) Letter of Instruction ICO [REDACTED] dtd 21 Nov 19  
(3) Memorandum for the Record ICO [REDACTED] dtd 03 Dec 19

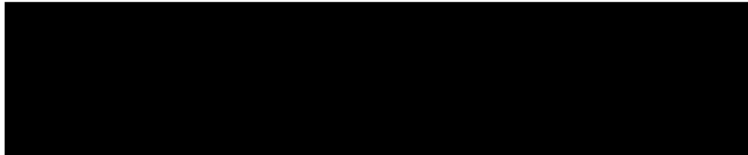


Enclosure (4)

Subj: LETTER OF INSTRUCTION



F. J. AZZARELLO



Executive Officer  
Senior Watch Officer



# FITNESS REPORT & COUNSELING RECORD (W2-06)

RCS BUPERS 1610-1

[REDACTED]			[REDACTED]			3 Desig		4 SSN		
5 ACT <input type="checkbox"/>	6 FTS <input type="checkbox"/>	7 INACT <input type="checkbox"/>	8 AT/ADSW <input type="checkbox"/>	265		6 UIC	7 Ship Station		8 Promotion Status	9 Date Reported
Occasion for Report						Period of Report				
10. Periodic <input type="checkbox"/>		11. Detachment of Individual <input type="checkbox"/>		12. Detachment of Reporting Senior <input type="checkbox"/>		13. Special <input type="checkbox"/>		14. From		15. To 19NOV30
16. Not Observed Report <input type="checkbox"/>		Type of Report				20 Physical Readiness		21. Billet Subcategory (if any)		
17. Regular <input type="checkbox"/>		18. Concurrent <input type="checkbox"/>		19. OpsCdr <input type="checkbox"/>						
22 Reporting Senior (Last, FI MI)			23. Grade	24. Desig	25 Title		26 UIC	27 SSN		
28 Command employment and command achievements.										
29. Primary Collateral Watchstanding duties (Enter primary duty abbreviation in box.)										

For Mid-term Counseling Use (When completing FITREP, enter 30 and 31 from counseling worksheet, sign 32.)			30. Date Counseled <b>12DEC19</b>		31 Counselor <b>AZZARELLO, F J</b>		32 [REDACTED] cd			
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PERFORMANCE TRAITS 1.0 - Below standards not progressing or UNSAT in any one standard, 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards, 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.

PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards
33. PROFESSIONAL EXPERTISE Professional knowledge proficiency, and qualifications.  NOB <input type="checkbox"/>	<ul style="list-style-type: none"> <li>Lacks basic professional knowledge to perform effectively</li> <li>Cannot apply basic skills</li> <li>Fails to develop professionally or achieve timely qualifications</li> </ul>		<ul style="list-style-type: none"> <li>Has thorough professional knowledge</li> <li>Competently performs both routine and new tasks.</li> <li>Steadily improves skills, achieves timely qualifications</li> </ul>		<ul style="list-style-type: none"> <li>Recognized expert, sought after to solve difficult problems</li> <li>Exceptionally skilled, develops and executes innovative ideas</li> <li>Achieves early highly advanced qualifications</li> </ul>
34. COMMAND OR ORGANIZATIONAL CLIMATE. EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community. NOB <input type="checkbox"/>	<ul style="list-style-type: none"> <li>Actions counter to Navy's retention reenlistment goals.</li> <li>Uninvolved with mentoring or professional development of subordinates</li> <li>Actions counter to good order and discipline and negatively affect Command Organizational climate.</li> <li>Demonstrates exclusionary behavior Fails to value differences from cultural diversity.</li> </ul>		<ul style="list-style-type: none"> <li>Positive leadership supports Navy's increased retention goals. Active in decreasing attrition</li> <li>Actions adequately encourage support subordinates' personal professional growth</li> <li>Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate</li> <li>Values differences as strengths. Fosters atmosphere of acceptance/inclusion per EO/EEO policy.</li> </ul>		<ul style="list-style-type: none"> <li>Measurably contributes to Navy's increased retention and reduced attrition objectives</li> <li>Proactive leader exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment</li> <li>Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate</li> <li>The model of achievement. Develops unit cohesion by valuing differences as strengths.</li> </ul>
35. MILITARY BEARING/ CHARACTER: Appearance, conduct physical fitness, adherence to Navy Core Values. NOB <input type="checkbox"/>	<ul style="list-style-type: none"> <li>Consistently unsatisfactory appearance.</li> <li>Unsatisfactory demeanor or conduct</li> <li>Unable to meet one or more physical readiness standards.</li> <li>Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		<ul style="list-style-type: none"> <li>Excellent personal appearance</li> <li>Excellent demeanor or conduct</li> <li>Complies with physical readiness program</li> <li>Always lives up to Navy Core Values HONOR, COURAGE, COMMITMENT</li> </ul>		<ul style="list-style-type: none"> <li>Exemplary personal appearance</li> <li>Exemplary representative of Navy</li> <li>A leader in physical readiness.</li> <li>Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT</li> </ul>
36. TEAMWORK: Contributions toward team building and team results. NOB <input type="checkbox"/>	<ul style="list-style-type: none"> <li>Creates conflict, unwilling to work with others, puts self above team</li> <li>Fails to understand team goals or teamwork techniques.</li> <li>Does not take direction well.</li> </ul>		<ul style="list-style-type: none"> <li>Reinforces others' efforts, meets personal commitments to team.</li> <li>Understands team goals, employs good teamwork techniques</li> <li>Accepts and offers team direction.</li> </ul>		<ul style="list-style-type: none"> <li>Team builder, inspires cooperation and progress</li> <li>Talented mentor, focuses goals and techniques for team.</li> <li>The best at accepting and offering team direction.</li> </ul>
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission. NOB <input type="checkbox"/>	<ul style="list-style-type: none"> <li>Lacks initiative.</li> <li>Unable to plan or prioritize</li> <li>Does not maintain readiness</li> <li>Fails to get the job done.</li> </ul>		<ul style="list-style-type: none"> <li>Takes initiative to meet goals</li> <li>Plans/prioritizes effectively</li> <li>Maintains high state of readiness</li> <li>Always gets the job done</li> </ul>		<ul style="list-style-type: none"> <li>Develops innovative ways to accomplish mission.</li> <li>Plans/prioritizes with exceptional skill and foresight</li> <li>Maintains superior readiness, even with limited resources</li> <li>Gets jobs done earlier and far better than expected</li> </ul>

# FITNESS REPORT & COUNSELING RECORD (W2-O6) (cont'd)

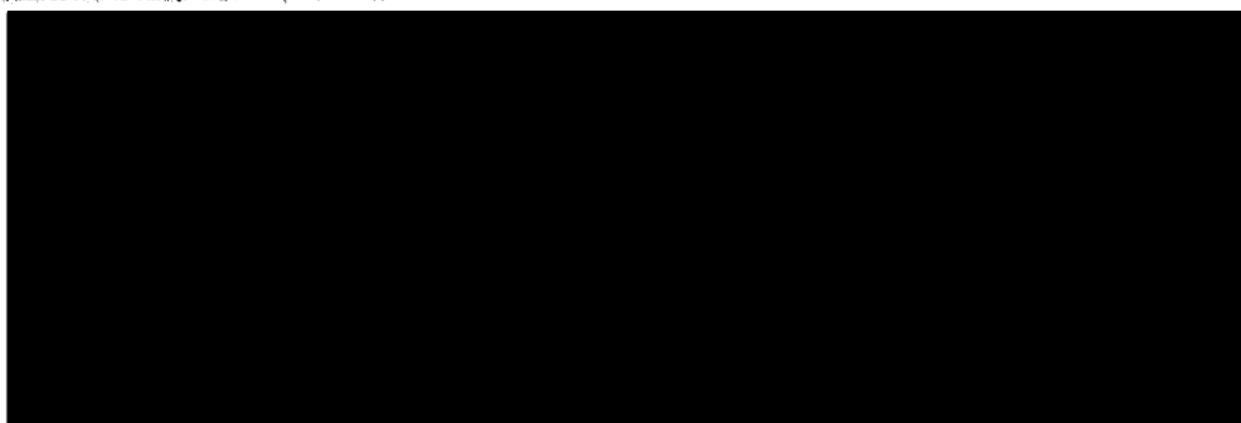
RCS BUPERS 1610-1

<b>1. Name (Last, First, MI Suffix)</b>	<b>2. Grade Rate</b>	<b>3. Desig</b>	<b>4. SSN</b>
---	----------------------	-----------------	---------------

PERFORMANCE TRAITS	1.0 Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards
<b>38. LEADERSHIP:</b> Organizing, motivating and developing others to accomplish goals	-Neglects growth/development or welfare of subordinates. -Fails to organize, creates problems for subordinates. -Does not set or achieve goals relevant to command mission and vision -Lacks ability to cope with or tolerate stress. -Inadequate communicator. -Tolerates hazards or unsafe practices		-Effectively stimulates growth/development in subordinates. -Organizes successfully, implementing process improvements and efficiencies -Sets/believes useful realistic goals that support command mission -Performs well in stressful situations. -Clear, timely communicator. -Ensures safety of personnel and equipment.		-Inspiring motivator and trainer, subordinates reach highest level of growth and development. -Superb organizer, great foresight, develops process improvements and efficiencies. -Leadership achievements dramatically further command mission and vision. -Perseveres through the toughest challenges and inspires others. -Exceptional communicator. -Makes subordinates safety-conscious, maintains top safety record -Constantly improves the personal and professional lives of others.
NOB <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>39. TACTICAL PERFORMANCE:</b> (Warfare qualified Officers only) Basic and tactical employment of weapons systems	-Has difficulty attaining qualification expected for the rank and experience -Has difficulty in ship(s), aircraft or weapons systems employment below others in knowledge and employment. -Warfare skills in specialty are below standards compared to others of same rank and experience.		-Attains qualifications as required and expected. -Capably employs ship(s), aircraft, or weapons systems Equal to others in warfare knowledge and employment -Warfare skills in specialty equal to others of same rank and experience		-Fully qualified at appropriate level for rank and experience -Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. -Warfare skills in specialty exceed others of same rank and experience
NOB <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. I recommend screening this individual for next career milestone(s) as follows (maximum of two)  
 Recommendations may be for competitive schools or duty assignments such as SCP, Dept Head, XO, OIC, CO, Major Command, War College, PG School

41. COMMENTS ON PERFORMANCE: \* All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable  
 Font must be 10 or 12 Pitch (10 or 12 Point) only Use upper and lower case



Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44 Reporting Senior Address
42. INDIVIDUAL							
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	0	0	0	

45. Signature of Reporting Senior \_\_\_\_\_ Date: \_\_\_\_\_

46. Signature of Individual evaluated "I have seen this report, been apprised of my performance, and understand my right to submit a statement"  
 I intend to submit a statement.  I do not intend to submit a statement

Member Trait Average 0.00 Summary Group Average: 0.00 Date \_\_\_\_\_

47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report \_\_\_\_\_ Date \_\_\_\_\_

26 Dec 19

MEMORANDUM

From: [REDACTED] USS FORREST SHERMAN (DDG 98)  
[REDACTED] USS FORREST SHERMAN (DDG 98)  
To: Commanding Officer, USS FORREST SHERMAN (DDG 98)

Subj: Standing Order Violations While On Watch

Ref: (a) FSH INSTRUCTION 3000.1J

[REDACTED]

[REDACTED]

[REDACTED]

Enclosure (6)



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1412  
DDG98/FSH  
2 Jan 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED] USS FORREST SHERMAN (DDG 98)

Subj: REVOCATION OF OFFICER OF THE DECK UNDERWAY QUALIFICATION  
[REDACTED]

Ref: (a) NAVEDTRA 43101-4G

1. This letter is submitted to notify [REDACTED] of my revocation of his Officer of the Deck (Underway) NAVEDTRA 43101-4G 302 qualification onboard FORREST SHERMAN as of 30 December 2019.

[REDACTED]  
/s/ F. J. AZZARELLO

Enclosure (7)

1000  
Legal  
4 Jan 20

FIRST ENDORSEMENT on USS FORREST SHERMAN ltr 1412 Ser DDG 98/003 of 4 Jan 20

From: [REDACTED]  
To: Commander, Navy Personnel Command (PERS-412)

Subj: REPORT OF SURFACE WARFARE OFFICER NON-ATTAINMENT ICO [REDACTED]  
[REDACTED]

1. I have received and acknowledge the Report of Surface Warfare Officer (SWO) Non-Attainment.

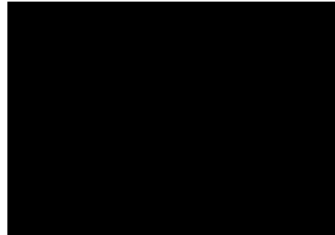
2. I do /do not intent to submit a statement.

[REDACTED]

4 Jan 20

From:   
To: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
Via: Executive Officer, USS FORREST SHERMAN (DDG 98)

1. This statement is for my non-attainment as a Surface Warfare Officer. My inability to obtain my SWO pin stems from being unable to satisfactorily perform as an Officer of the Deck. I have the level of knowledge required to stand the watch, I trained the Junior Officers and Sailors that stood up there with me, but I did not have the confidence to continue standing OOD in Fifth Fleet.
2. It is my strongest desire to continue to serve in the United States Navy. I intend to commit 20 plus years of service. I have the capacity, passion, and dedication to continue a career as a Naval Officer in another community.
3. My time onboard USS Forrest Sherman has been instrumental in teaching me on how to be a leader and how to work with Sailors to accomplish the mission. During my tenure, I successfully led MP division through a Sixth Fleet Dynamic Fleet Deployment as well as the work ups and underways preceding a Fifth Fleet Deployment nine months later. My strongest satisfaction as a Division Officer came from watching my sailors succeed, whether it comes from being promoted, being awarded, or from being recognized for completing depot level repairs while underway to ensure mission readiness. I understand the risk being non-attained has, but I remain passionate and adamant about continuing to serve.



Enclosure (1)





**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09589

1000  
Legal  
4 Jan 20

**SECOND ENDORSEMENT on USS FORREST SHERMAN ltr 1412 Ser DDG 98/003  
of 4 Jan 20**

**From:** Commanding Officer, USS FORREST SHERMAN (DDG 98)  
**To:** Commander, Navy Personnel Command (PERS-412)  
**Via:** Commander, Naval Surface Force Atlantic

**Subj:** REPORT OF SURFACE WARFARE OFFICER NON-ATTAINMENT ICO [REDACTED]  
[REDACTED]

1. Forwarded.

[REDACTED]  
E.J. AZZARELLO



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1412  
Ser DDG 98/360  
23 Nov 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: Commander, Navy Personnel Command (PERS-412)  
Via: [REDACTED]  
(2) Commander, Naval Surface Force Atlantic

Subj: REPORT OF SURFACE WARFARE OFFICER NON-ATTAINMENT ICO [REDACTED]

Ref: (a) COMNAVSURFORISNT 1412.1 (Series)

Encl: [REDACTED] ltr of 21 Nov 19  
(2) Letter of Instruction ICO [REDACTED] of 22 Aug 19  
(3) Letter of Instruction ICO [REDACTED] of 16 Oct 19  
(4) Letter of Instruction ICO [REDACTED] of 15 Nov 19  
(5) LTJG Study Topics dtd 20 Oct 19  
(6) LTJG Study Topics dtd 27 Oct 19  
(7) LTJG Study Topics dtd 3 Nov 19

1. Per reference (a), this letter is submitted per his request in enclosure (1) and to document the inability of [REDACTED] to demonstrate the requisite level of knowledge and aptitude necessary to qualify as a Surface Warfare Officer (SWO). Details of his potential and the circumstances leading to his non-attainment are outlined below and further explained in enclosures (1) through (7).

2. [REDACTED] lacks the judgment required for me to qualify him as Officer of the Deck (OOD). I have grave reservations as to his ability to drive the ship and run a bridge watch team. Therefore, I have no confidence in granting this qualification. He is able to memorize and recite basic information, but is unable to exercise sound judgment or make rational and coherent decisions when actually standing the watch. His reports to me are erratic and do not instill confidence that he understands the situation or the second and third order effects of the decisions he makes as OOD. Given he has been assigned to FORREST SHERMAN for two years and has significant at-sea time through three HARRY S. TRUMAN Carrier Strike Group deployments to FIFTH and SIXTH Fleet Areas of Responsibility, he has not demonstrated he has or will ever have the requisite skill or level of knowledge necessary to exercise sound judgment or properly lead a watchteam. Specifically:

a. FORREST SHERMAN was a Dynamic Force Employment Deployer, executing two SIXTH Fleet and one FIFTH Fleet deployment and the required training cycle events over his two years onboard. These deployments exposed him to a myriad of complex Bridge evolutions of which he was assigned as a watchstander for most of this time. Despite these training events

Subj: REPORT OF SURFACE WAREARE OFFICER NON-ATTAINMENT ICO [REDACTED]

and multiple operational deployments in which a destroyer performs nearly all the tasks and evolutions any SWO can expect to see, he has not demonstrated to me an ability to execute my Standing Orders, run the Bridge watch, or drive the ship in other than open ocean scenarios.

3. Both my predecessor in command and I counseled [REDACTED] on falling behind in his qualifications. He and I attempted to coach him to the best of our abilities. My Senior Watch Officer counseled him on his qualification delinquencies and assigned him to the watchbill in watches that would afford him the opportunity to gain experience as well as time for dedicated study. I issued enclosure (3) to formally document his performance after he failed to meet my standards of watchstanding. In addition, he was given specific study topics each week that he would review with his mentor, the Senior Watch Officer, the Executive Officer, and myself as shown in enclosures (5) through (7) to help improve his level of knowledge. I then moved him to a different watch section to ascertain if another OOD over instruct could help improve his poor performance. I gave him multiple opportunities standing the watch under instruction during underway replenishment details and other special evolutions to demonstrate he could perform the duties of a qualified OOD. I issued enclosure (4) after he failed routinely to make required reports, understand my required permission items, and to make sound maneuvering decisions in accordance with the Rules of the Road. His poor performance in almost every regard solidified my belief he would never have the required ability or decision-making skills to keep my ship and my crew safe.

4. I afforded [REDACTED] one additional opportunity to succeed after I issued him enclosure (4) before I would recommend him for SWO Non-attainment and since that letter he has requested to not become a SWO. I fully support his request. [REDACTED] is a nice person and in another setting could be an average officer. He has done nothing malicious or contrary to good order and discipline. Therefore, I recommend he be selected by another community such as Public Affair or Foreign Affairs during the Probationary Officer Continuation and Re-designation Board and be retained in the naval service.

[REDACTED]  
F. J. AZZARELLO

Copy to:  
COMDESRON TWO EIGHT  
[REDACTED]



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

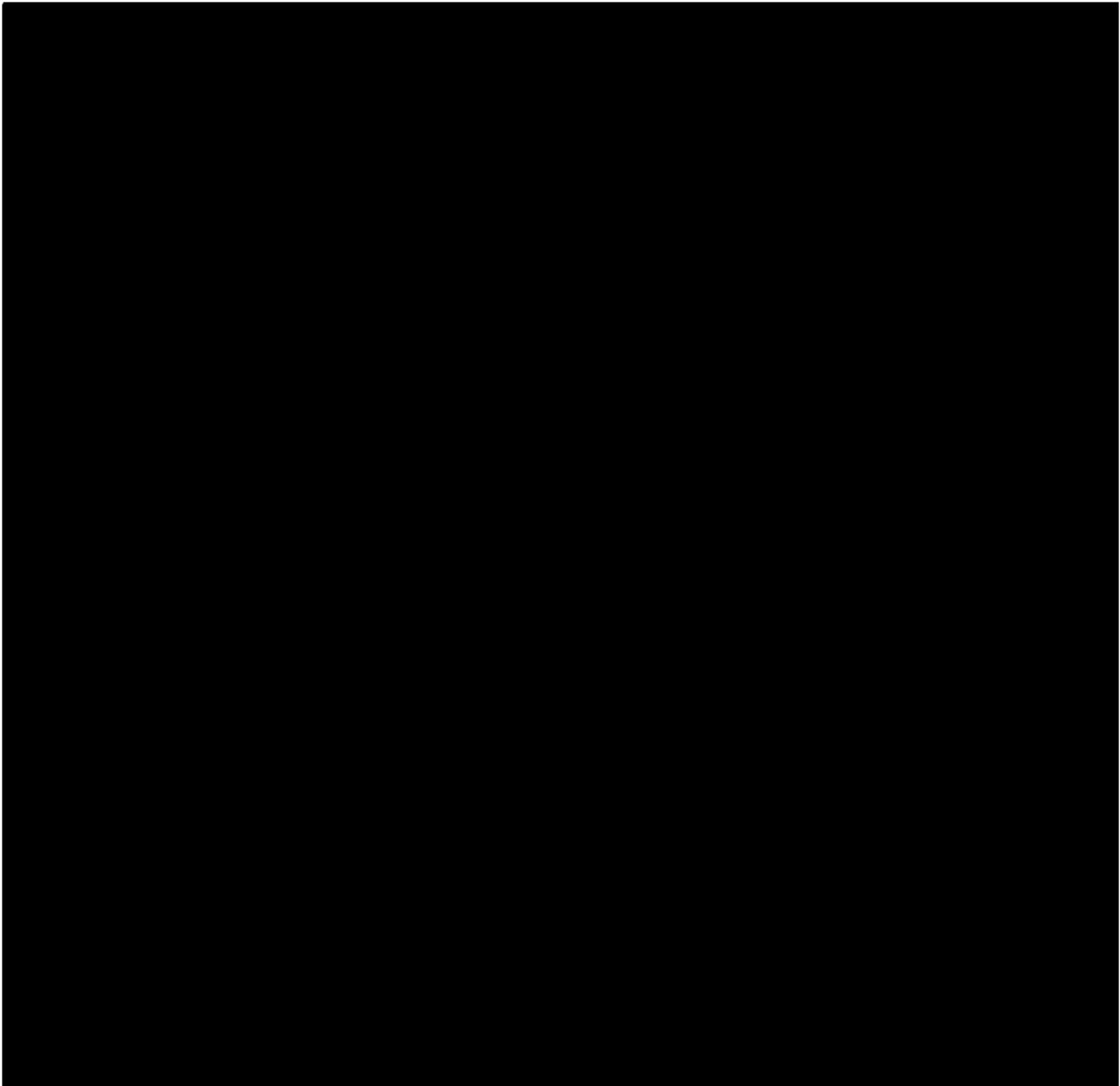
1611  
DDG 98/CO  
22 Aug 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

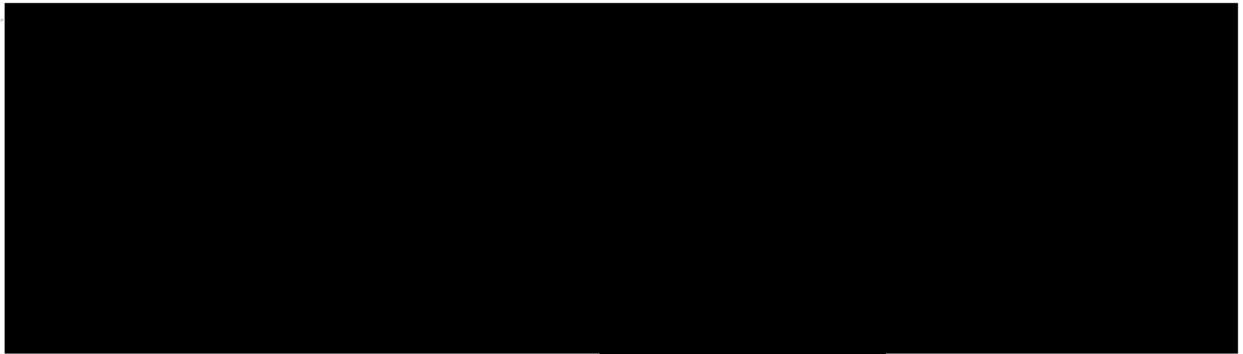
Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080

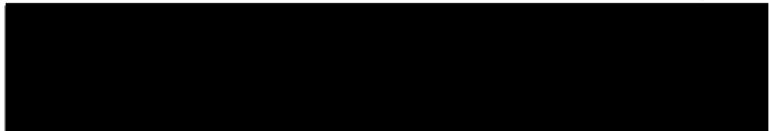


Enclosure (2)

Subj: LETTER OF INSTRUCTION



P. R. O'LOUGHLIN



Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

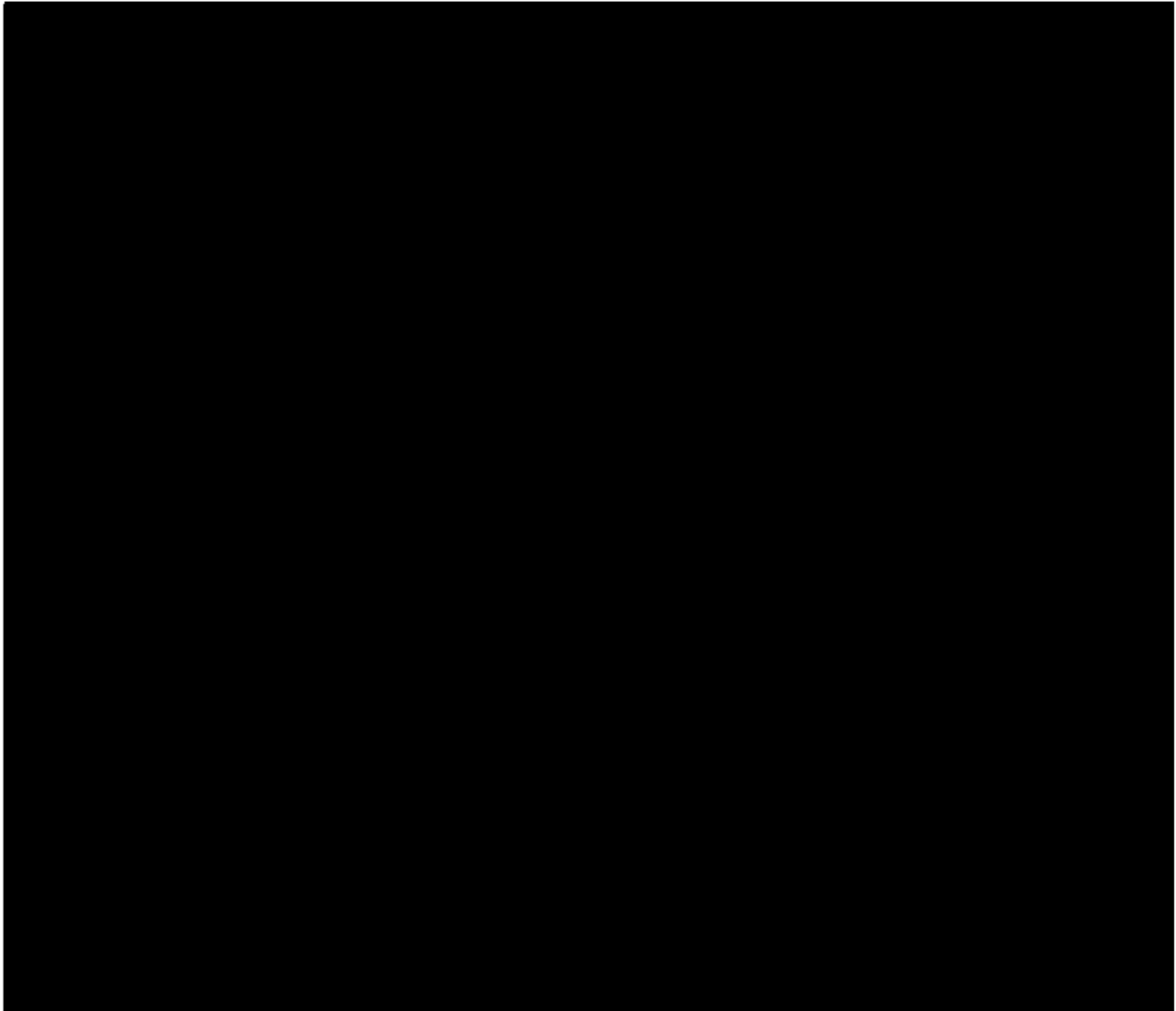
1611  
DDG 98/CO  
16 Oct 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080

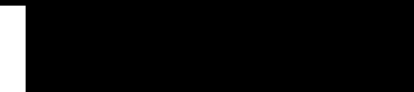
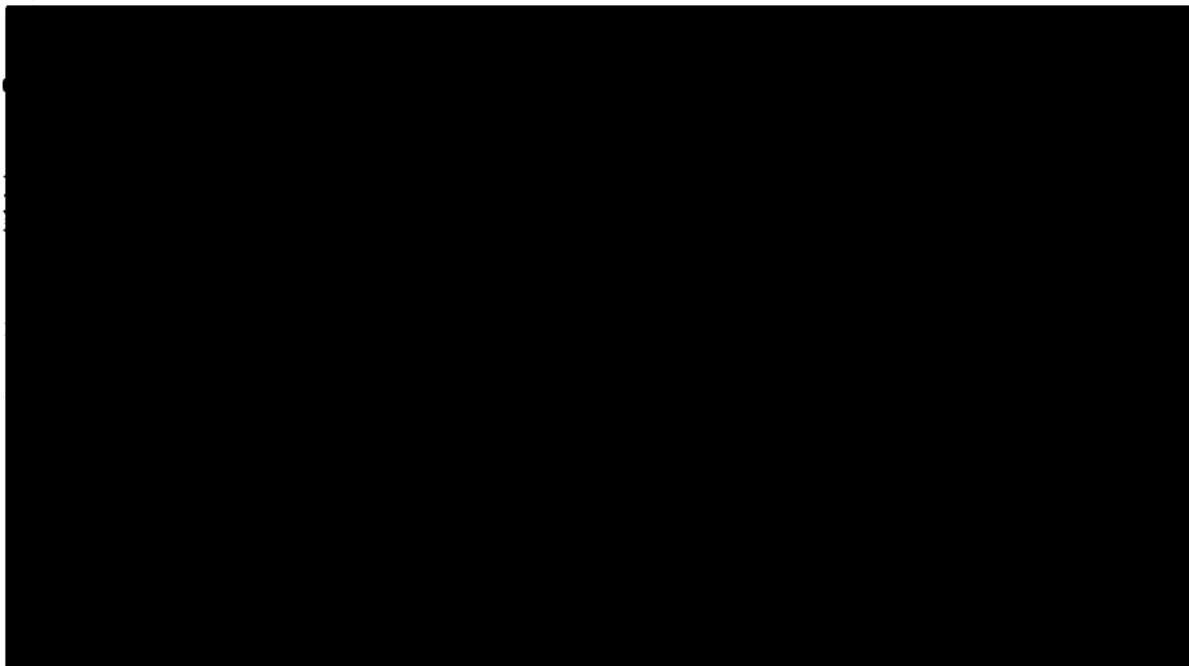


Enclosure (3)

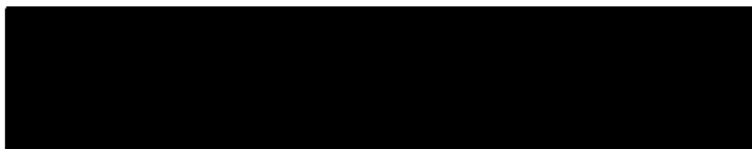


Subj: LETTER OF INSTRUCTION

4. The following corrective actions will be taken:



~~F. J. AZZARELLO~~



Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
15 Nov 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080  
(b) SORM

[REDACTED]

[REDACTED]

[REDACTED]

Enclosure (4)

Subj: LETTER OF INSTRUCTION

[REDACTED]

4. Therefore the following actions will be taken:

[REDACTED]

[REDACTED]

[REDACTED]

~~/s/~~ J. AZZARELLO

[REDACTED]

Copy to:  
Executive Officer

OPS/DDG98  
20 Oct 19

From: [REDACTED] USS FORREST SHERMAN (DDG 98)  
To: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
Via: Executive Officer, USS FORREST SHERMAN (DDG 98)  
Senior Watch Officer, USS FORREST SHERMAN (DDG 98)

Subj: Study Topics

Ref: (a) LOI Issued on 15OCT19

Encl: (1) List of Topics Studied for the week of 14OCT19-20OCT19

Discussion:

1. As per reference (a), for the week of 14OCT19-20OCT19, I have reviewed and written notes on the following subjects:
  - a. Gas Turbine Module
    - i. Intake system
    - ii. Air Flow of a molecule
  - b. LOSCA characteristics
  - c. UEC
  - d. GTE Start Sequence
    - i. Prerequisites
  - e. Battle Override
  - f. Main Lube Oil Service, Fill and Transfer System
    - i. Pump Logics
    - ii. L/O Purifiers
  - g. MRG and Shafting
    - i. Dehumidifier
  - h. Controllable Pitch Propeller System
    - i. CPP Pump
    - ii. HOPM
    - iii. OD Box
    - iv. Modes for Controlling Pitch
  - i. Programmable Control
  - j. Iranian Caps and Lims
    - i. Warships and Patrol Boats
    - ii. Surface to air and ASCMs

[REDACTED]

Enclosure (5)

OPS/DDG98  
27 Oct 19

From: [REDACTED] USS FORREST SHERMAN (DDG 98)  
To: Commanding Officer, USS FORREST SHERMAN (DDG 98) ✓  
Via: Executive Officer, USS FORREST SHERMAN (DDG 98) ✓  
Senior Watch Officer, USS FORREST SHERMAN (DDG 98) ✓

Subj: Study Topics

Ref: (a) LOI Issued on 15OCT19

Encl: (1) List of Topics Studied for the week of 21OCT19-27OCT19

Discussion:

1. As per reference (a), for the week of 21OCT19-27OCT19, I have reviewed and written notes on the following subjects:
  - a. Navigation Rules and Regulations
  - b. Ship Characteristics
  - c. Publications for Common Engineering Permission Items
    - i. Starting GTMs
    - ii. Stopping GTMs
    - iii. Starting/Paralleling GTGs
    - iv. Stopping/Removing Load from GTGs
    - v. Align Eductor
    - vi. Emergency Stop GTM
    - vii. Online Start GTM
  - d. Iranian Caps and Lims
    - i. Warships and Patrol Boats
    - ii. Surface to air and ASCMs

Very Respectfully,

[REDACTED]

Enclosure (6)

03 Nov 19

From: 

To: Commanding Officer, USS Forrest Sherman (DDG 98)

Via: Senior Watch Officer, USS Forrest Sherman (DDG 98)

Executive Officer, USS Forrest Sherman (DDG 98)

Subj: Topics Studied for the week of 28OCT19 to 03NOV19

1. In order to boost my level of knowledge in preparations for qualifying Officer of the Deck (Underway), I have studied the following topics:

a. Naval Shiphandler's Guide: Barber

~~a. Standard Commands~~

b. Forces on the Ship

c. Anchoring

d. Getting Underway

b. COLREGs Rules of The Road

c. MOB

a. Anderson

b. Williamson

c. Race Track

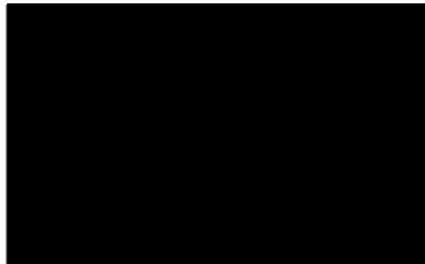
d. Y-Backing

d. Engineering Casualties

a. Loss of Lube Oil Pressure

b. Hot Bearing MRG

c. GTG Casualty



Enclosure (7)



1000  
Legal  
24 Nov 19

FIRST ENDORSEMENT on Report of SWO Non-Attainment dated 23 November 2019

From: [REDACTED]

To: Commander, Navy Personnel Command (PERS-412)

Subj: REPORT OF SURFACE WARFARE OFFICER (SWO) NON-ATTAINMENT ICO  
[REDACTED]

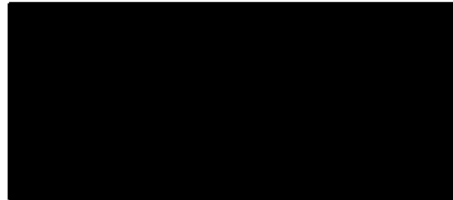
1. I have received and acknowledge the Report of SWO Non-Attainment.
2. I do do not intent to submit a statement.

[REDACTED]

21 Nov 19

From: [REDACTED]  
To: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
Via: (1) Executive Officer, USS FORREST SHERMAN (DDG 98)

1. I no longer desire to be a surface warfare officer. My inability to obtain my Officer of the Deck (U/W) qualification was my biggest hurdle in obtaining my SWO qualification. Despite two LOIs, digging into the references, and multiple training sessions with OOD qualified officers, it was difficult for me to apply my knowledge on the bridge and make significant progress in qualifying as an OOD. I do not enjoy standing watch on the bridge and I am not passionate about driving ships. I understand this is a primary duty of a Surface Warfare Officer, and I no longer want to serve the Navy as a SWO.
2. It is my strongest desire to continue to serve in the United States Navy. I believe I still have the capacity to serve as a Naval Officer. Despite my struggles to obtain my SWO qualification, I am still passionate about being a Naval Officer.
3. My time on board Forrest Sherman taught me a lot about leadership and teamwork. The most enjoyable moments were when I witnessed my Sailors accomplish the mission and they were passionate about their work. I loved working with my Chief in figuring out ways to motivate the division and drive them towards completing the mission. My passion for seeing others succeed is what drives me to continue to serve in the Navy. Although I cannot continue on this path as a SWO, I strongly desire to lead Sailors in another community.



Enclosure (1)



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1000  
Legal  
24 Nov 19

**SECOND ENDORSEMENT on Report of SWO Non-Attainment dated 23 November 2019**

**From: Commanding Officer, USS FORREST SHERMAN (DDG 98)**  
**To: Commander, Naval Surface Force Atlantic**

**Subj: REPORT OF SURFACE WAREARE OFFICER (SWO) NON-ATTAINMENT ICO**

1. Forwarded.

[REDACTED]  
E. J. AZZARELLO

[REDACTED]

---

**From:** Bridges, Damon D CDR USN, DDG98 [REDACTED]  
**Sent:** Monday, December 7, 2020 2:29 PM  
**To:** Zenner, Todd C CAPT USN CDS-28 (USA)  
**Subject:** SWO-Non Attainments  
**Attachments:** Report of SWO Non-Attainment ICO [REDACTED] SWO Non-Attainment Package.pdf; [REDACTED] Non-attain.pdf

Sir,

The details for the 3 SWO non-attainment officers are as follows:

[REDACTED] requested to be SWO non-attained due to his inability to stand OOD and lead a watch team. He requested SWO non-attainment on 21 Nov 19.

[REDACTED] requested to be SWO non-attained due to struggles as a bridges watch stander and an inability to confidently stand the watch. He requested SWO non-attainment on 04 Jan 20.

[REDACTED] was SWO non-attained due to poor performance as a division officer and bridges watchstander.

V/r

Damon

CDR Damon Bridges  
Executive Officer  
USS FORREST SHERMAN (DDG-98)

[REDACTED]

"RELENTLESS FIGHTING SPIRIT!"

Rank & Name: \_\_\_\_\_

Billet: MPO / REPO

Date Reported: 27 Oct 2019

*HARASSMENT. Behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.*

*BULLYING. A form of harassment that includes acts of aggression by Service members or DoD civilian employees, with a nexus to military service, with the intent of harming a Service member either physically or psychologically, without a proper military or other governmental purpose. Bullying may involve the singling out of an individual from his or her coworkers, or unit, for ridicule because he or she is considered different or weak. It often involves an imbalance of power between the aggressor and the victim. Bullying can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person.*

Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s). At times I have seen the CO capitalize on a small mistake and use it against a person. One EWS said Roger that and for a month used that as an insult on the person. He has called people useless/stupid and other things, but I will say he taught me a lot even if his means were a bit harsh. The worst was probably when he told me that I can't handle OOD WF anymore since I can't follow a simple task and told me I wouldn't make it.

Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

I have been called useless/stupid and asked if I'm retarded a few times. He asked me if I had what it took to be an officer. When a person was suffering from depression it seemed that CO deemed her unfit from that and told her she was not worth having as an OOD. The CO to me would tell me in a very sarcastic manner of happy he was to have me on the bridge and leading them during every phone call for 2 weeks. Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

No I have not.

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.

I have been told I may not qualify and be removed. The first time was my own fault as I did a pull up on the hand line in the pilot house so I accept that one. The others were for small mistakes where questioned my will to be an officer.

- The CO is very knowledgeable and has taught me a lot. He helped me become a SWO and set me up for future success through the gauntlet which I endured and learned from. At times though he seemed just to want to break people down and see how far he could push people before they would break. Once he found that limit he would walk that line. There were times where I felt sick walking to the bridge just because of my nerves on what I would be yelled at for today. His actions are rough but it can help shape you sometimes it would destroy people though. I've seen several JO's break down and almost give up. Some people get it worse than others on the ship or just because of his mood that day.

Rank & Name: [REDACTED]

Billet: ASWO

Date Reported: JUNE 2019

*HARASSMENT. Behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.*

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Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.

1 LOI FOR PUTTING THE SHIP "IN DANGER" WHILE GETTING UNDERWAY FROM ANCHORAGE. WE GOT UNDERWAY FROM ANCHORAGE AFTER LOSING AN HPV, A CASUALTY THAT WAS DISCUSSED WITH THE CO BUT NOT CALLED AWAY. WE WERE 2-3 NM FROM SHOAL WATER AND 6 NM FROM NEAREST VESSEL (NORMANDY @ ANCHOR), SEA STATE 1. AS A RESULT, MY OOD/SUWC/ EODW LETTERS WERE PULLED AND I WAS TOLD I WOULD NOT EARN THEM BACK WHILE THE CO WAS IN COMMAND.  
(SEE REVERSE)



POTENTIAL DETACHMENT FOR CAUSE WAS DISCUSSED AT LOI PRESENTATION. I DO NOT FEEL I PUT THE SHIP IN DANGER OR THAT MY LOI WOULD BE SUFFICIENT GROUNDS FOR DISMISSAL.

Rank & Name



Billet: APO

Report Date: JUL 18

***HARASSMENT.** Behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.*

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---

Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.

- I HAVE PERSONALLY OBSERVED ANY EXAMPLES OF BULLYING BY MY CO. I HAVE BEEN CALLED A SHART AND FREQUENTLY ON DEPLOYMENT. I GET TOLD I AM FULL OF SHIT/FUCK IF SHIT. I WAS CALLED A SHART AND A PIECE OF SHIT IN THE MIDDLE OF LIL DURING DEPLOYMENT WHILE CONDUCTING A 5" / LINS PACEFIRE.

- I OBSERVED THE CO TALK DOWN ABOUT THE 1<sup>ST</sup> TOUR DIVOS TO ME WHILE ON BRIDGE WATCH.

- I OBSERVED THE CO YELL/SCREAM AT SS'S DURING BRIDGE WATCH DURING DEPLOYMENT. ALL FOR REASONS THAT DID NOT CALL FOR IT.

- I OBSERVED THE CO TALK DOWN/SAD ABOUT OUR STLC DURING HER ATTEND BOARD. HE PROCEEDED TO DISGUST WHY HE THINKS SHE SHOULD NOT GET THE BUCK BASED ON HIS EXPERIENCE WITH HER DURING CHIEF SEASON, AND PROCEEDED TO TELL US THAT SHE BREAK DOWN AND CRIED WHEN THE CO WAS IN THE ROOM.

- MYSELF, [REDACTED] WAS FORCED TO KEEP 2 AK-47, ONBOARD AFTER NEXUS GUARDS BY WAPS, [REDACTED] I TOLD WAPS THAT THIS WAS ILLEGAL BUT WAPS WENT AROUND ME & TOLD [REDACTED] TO STAY THEM IN SIMP (SECURITY BUREAU ISSUE ROOM). AT THIS TIME, 220000, WE STILL HAVE ONE AK-47 ONBOARD IN SIMP.

Rank & Name: \_\_\_\_\_

Billet: M7A

Date Reported: DEC 2018

***HARASSMENT.** Behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.*

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Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.

LOI: YES

- ① RECEIVED SHORTHLY AFTER CO REPORTS - WERE SPECIFIC ACTIONS HE WANTED IN EMERGENCY
- ② ISSUED AFTER CHENG LEFT DUE TO MENTAL HEALTH, BASED ON RUMOR. HAD NO SPECIFIC ACTION

Rank & Name: [REDACTED]

Billet: DCA

Report Date: 21 DEC 2020

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Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s).

YES. THE CO REFERS TO THE JO'S AS "RETARDS" AND STRIPPED QUALIFICATIONS ALL THE TIME. FIRST LT LOST ALL HIS QUALS B/C HE DIDNT SPECIFY WHERE THE SMOKING LAMP IS LOCATED.

Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

I HAVE BEEN THREATENED TO LOSE MY JOB TWICE. ONCE WHEN I RECEIVED MY LOI FOR THE CO/XO'S "INTERPRETATION" OF EDS AND ANOTHER IN SEPTEMBER WHEN THE CO WAS NERVOUS ABOUT DCMA. I WAS THREATENED WITH AN LOI SO THE COMMAND COULD HOLD ME ACCOUNTABLE IF ANYTHING WENT WRONG.

Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

YES THE CO TOLD ME I NEEDED SMALLER COCKLES TO FIT IN WITH THE OTHER FEMALES. HE RAISED HIS VOICE AND MAKES FUN OF MY WMC VOICE AS THE DCA.

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.

YES. REFER TO ABOVE.

ADDITIONALLY, CMC INSTIGATES THE ISSUES W/ THE CO. SHE TAKES PROFESSIONAL CONVERSATIONS AND CHANGES THEM TO TURN KHAKI AGAINST EACH OTHER. EX. I BRIEFED THE XO I HAD TO CHANGE THE SDE FOR DCMA B/C CE DIVISION WAS STILL TROUBLESHOOTING THE FLOODING SENSORS. CMC WENT TO ETC AND TOLD HIM THAT I TOLD THE XO HE WASNT SUPPORTING ME FOR DCMA.

I TOLD HER I HAD PERSONAL EXPERIENCE AND WAS NOT COMFORTABLE BEING THE SAPP DOC AND WAS PUSHED INTO THE JOB ANYWAY.

TAKING ON RESPONSIBILITIES MEANS YOU HAVE MORE TO LOSE.  
I WAS SCARED TO GET REQUALIFIED ATTEND AND WORK ON COO  
AFTER MY LSI.

THE CO HAS ADMITTED TO BLACKING OUT WHEN HE GOT ANGRY  
ON DEPLOYMENT.

THE COO'S ARE SCARED TO CALL THE CO AND MAKE REPORTS  
AND ASK PERMISSION. AS EGOW I WOULD ASK PERMISSION  
TO ALIGN EDUCATORS, START ENGINE, OR REPORT CASUALTY  
AND THE COO'S WOULD ASK ME TO MAKE THE REPORT  
B/C THE WERE SCARED OF NOT KNOWING AN ANSWER  
TO THE CO'S QUESTION AND GETTING AND QUAL PULLED.

JO'S WOULD COME DOWN FROM THE BRIDGE SHAKING OR  
IN TEARS. HE PLAYED FAVORITES IN QUALIFYING. MALE JO'S  
THAT DID NOT KNOW ENOUGH FOR THEIR PIN WERE PUSHED  
THROUGH AND PRAISED WHILE FEMALES HAD TO JUMP THROUGH  
HOOPS.

THE ENTIRE WARDROOM IS UNHAPPY, ESPECIALLY THOSE THAT  
WERE ON DEPLOYMENT.

CMLC AND XO KNEW WHAT THE CO WAS LIKE AND DIDNT OFFER  
ANY PROTECTION OR ASSISTANCE. IN MOST CASES, MADE IT  
WORST.

Rank & Name:



Billet: Ordnance officer

Date Reported: April 2019

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Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s).

Yes, I'll elaborate in the separate piece of paper, by describing two incidents.

Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

Yes, I'll elaborate in the separate by describing two incidents

Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

No, not that I have witnessed

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.

All three have happened to me, elaboration to follow below.

Incident 1: After a series of LOIs, related to my management of the explosive safety program, I ~~got~~ had worked hard to improve the program. It is worth noting that none of the issues raised about EXPsAF had to do with the accountability of ordnance or safety in its handling, storage or use. Anyway, there was a semi-annual Arms - Ammunition and Explosives security survey that I owned the command from November 2019. It didn't get routed and I lost track of it which is my fault. Finally, in about April <sup>2020</sup>, as we were coming back across the Atlantic, I got word less than 24 hrs before about a surprise Explosive safety inspection the next day. Later that night, I was brought before the CO with WEPS, [REDACTED] and the DLCPO,

[REDACTED] The CO berated me in front of them, calling me a "little piss pot" among other things. He also told me that the DESRON inspectors are onboard to "find the kill-shot to take me out" so that he could "send me back to the <sup>fucking</sup> carrier where I belong". I am a guard-Intel option who ~~de~~ went out of my way to serve in the Destroyer service. Our team passed the EXPsAF inspection, with compliments from [REDACTED] and a few days later, I got an LOI that listed the minor hits of the inspection.

Incident 2: I had an explosive safety program review that did not go well with the CO. Later that day, I had an ATTWO board. I enter the ATTWO board and I was yelled at about <sup>questioning</sup> why I ever deserved to be there before the board even started. LT [REDACTED] CDR Bridges [REDACTED] and [REDACTED] were present for this board.



## Incident 2 (cont'd)

I did really well on the board, demonstrating my level of knowledge for this important duty, but I was not qualified that day. The CO told me after the board that he couldn't qualify me because of the explosive safety stuff. Department heads told me after the fact that he "questioned why he was wasting his time on me when I wasn't a real SWO anyway."

Both of these incidents were demeaning in nature and also made me question whether or not I was going to get a fair shake due to my designation of being a SWO-Intel option. I came to the ship legitimately on the fence about whether or not I would stay in the community. These experiences pushed me away. My punishments for Explosive Safety translated to me languishing as an OOD-qualified conning officer for much of deployment. Had I continued as a SWO, I would have been denied important OOD experience. ~~The~~ None of my punishments related to my performance as an OOD, and in fact I believe I am a pretty good OOD. The CO knew that I greatly enjoyed my time on the ~~at~~ bridge and used that as a way to get at me over EXPSTAF. It is worth noting that when ATG came aboard for our A-1, they recommended us for early cert, and didn't even bring a list of hits to the outbreak.

Overall, it is a shame because there are parts of the SWO job that I really really enjoy, and I think I could do good things in the community. I've just been so soured by this experience that I can't afford to take a risk that it could happen again.

## Question 4 Elaboration:

I have received 4 LOI's from the CO. Three related to Explosive Safety, and each coming with a stalling of my qualification process. The fourth LOI was related to the HPU incident ~~from~~ getting underway from anchor. That one was a mistake on my part and I own it. Did it warrant me getting my OOD-qual removed? I don't know. What tells me that I didn't deserve that punishment is that it being lifted was tied to Weapon's department's performance at Yorktown, again linking EXPSAF to bridge opportunities. Because of all this, I will likely depart FSF with only 69 hours of OOD-underway experience. ~~A lot of this also~~

What's difficult about all this is that I firmly believe that FSF <sup>and was</sup> is <sub>1</sub> the best ship in the strike group by a mile. We were the most battle-ready and most materially ready. Also I think our cadre of OODs is the best on the waterfront. I've seen how other ships drive, and we are just better. Is that due to the CO? In large part, yes. Was it worth all the mental anguish and the fact that ~~no~~ <sup>none</sup> ~~very few~~ of the JOs at the center of this want to stay on for Department Head? I don't know. Could we have gotten to the level of performance we did with a CDR Kaiser instead? I don't know either.

Rank & Name:



Billet: CC DINO/GUNNO

Report Date: 04 OCT 2019

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Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s).

Yes. There have been numerous occasions in which bullying or harassment has been observed, mainly from the CO. While nearly every JO has been touched by this in some way, including some department heads, he has singled out a

Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

I have been subject to his abusive / demeaning behavior. I will admit that I have experienced it much less than others due to the fact that he has favorites, and I somehow became one of them. This is so obvious that myself and his other favorite

Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

No.

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.

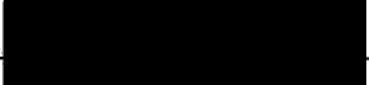
No. As stated above, I am one of his favorites for a reason I do not know, as a result while everyone is getting their quals pulled and LO's I have none. I was threatened to get kicked off the ship as an OOD U/I but that was standard as a U/I. I was fired as OOD once, but still to this day have no idea why. I believe it was his lack of sleep again. He told my department head and Chaps that he

1... few main individuals that take the brunt of it. Ensigns in U/I ~~pos~~ positions who have ~~used~~ made poor decisions regarding word choice (saying "Roger" to the CO or "rubberbanding" to describe fog) continue to be patronized by the CO in the p-way and conversations to this day. A hostile work environment has been created by the unpredictability of his behavior. One second he may be asking about your family, and the next time he will be telling you he hates the sound of your voice, that you're fucking retarded, or threatening an LOI for calling him too many times for mandatory reports while he's getting a haircut. The more stress he was under and less sleep he got the worse it was.

2... are called "golden girl" and "golden boy." He has told me numerous times as a U/I that he hated the sound of my voice, I've been called "fucking retarded" and even a "murderer" for allowing EM's to use a non-authorized flashlight while working on the bridge while I was OOD and working to get the ship into position for HRU. He has pulled me to the bridge wing in the middle of the night while we were driving 71M in weather and cried, asking me "how could you do this to me" because he couldn't sleep with the rocking of the ship. On another occasion, I was OOD (having been onboard for 6 months), with a bridge team of my unqualified peers in the worst seas of deployment trying to drive to a weather avoidance box. ~~He called me to ask what we were doing,~~ He called me to ask what we were doing, I explained that I could zig-zag and take a long time to get to the box but have better seas, or get to the box faster by continuing our current plan, I was told just to "fucking fix it." When I called him later on to ask for help I got the same response. The most concerning part to me was how relatable the emotional and psychological abuse portions of our domestic abuse presentations were. You are constantly trying to please him because you live in fear of him kicking you off the ship, which he knows, and reminds you, could put you in debt, end your marriage, etc.

3. ... regretted it but never acknowledged it or apologized to me. He did, however, apologize to my JOD. It came up in one of my midterms and he just put his head in his hands and when I asked what I could do to help him on the bridge I was told to keep doing what I was doing.

Rank & Name:



Billet: Commo//KOAM

Date Reported: ~~26 JAN 20~~ 18 DEC 26

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Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.

\*

SEE OTHER PAGES

AT THE END OF OCTOBER, I RECEIVED AN LOI. DESRON 26 HAD BEEN CALLED TO COME  
INVESTIGATE THE STATUS OF OUR VAULT. THEIR INVESTIGATION FOUND THAT THE COMPLAINTS  
THAT WERE MADE, SPECIFICALLY AGAINST ME, WERE "HEARSAY". I WAS TOLD THAT I  
DID HAVE SOME WORK TO DO BUT OVERALL I ~~WAS~~ WAS DOING FINE. 2 WEEKS LATER  
CO, XO, AND CSO GAVE ME THE LOI STATING I HAD POOR WORK PERFORMANCE. ~~I STATED~~  
~~THE LOI~~ THE LOI STATED THAT ~~ANY~~ I WAS NO LONGER ALLOWED TO GO OFF  
SHIP TO GO GET QUALIFICATIONS DONE FOR MY WARFARE PIN. I HAD TO DEDICATE  
EXTRA TIME TO THE VAULT TO "FIX" IT. ~~WAS ASKED IF~~ MY DEADLINE TO HAVE ALL  
OF MY WORK COMPLETE IS 15 JAN 21. WHEN I WAS ASKED IF I HAD ANY QUESTIONS  
I HAD ~~ASKED~~ <sup>ASKED</sup> FOR MORE AMPLIFYING INFORMATION. I HAD STATED THAT I  
HAVE BEEN REPORTING ISSUES IN THE FORM OF MEMOS AND I WASNT SURE  
WHY AFTER IT HAD BEEN REPORTED THAT I HAVE DONE NOTHING WRONG AND TO KEEP  
WORKING, WHY WAS THIS ESCALATED TO AN LOI. CO BECAME INTIMIDATED AND BEGAN  
SHOUTING. I REALIZED NO MATTER WHAT I HAD SAID, HE WAS JUST GOING TO  
CONTINUE SCREAMING UNTIL I AGREED TO WHAT HE SAID.

I FOUND IT TO BE ABUSIVE BECAUSE THE ~~REPORT~~ ACCUSATIONS AGAINST ME WERE  
HEARSAY AND I STILL RECEIVED AN LOI STATING I HAVE POOR WORK PERFORMANCE  
AND WAS NOT ALLOWED ~~ANY AMPLIFYING~~ TO ASK ANY QUESTIONS. "IT IS WHAT  
IT IS". I AM UNABLE TO PROGRESS IN MY CAREER AS AN IP OFFICER ON  
THE FOREST SHEPHERD FOR I AM THE ONLY OFFICER IN THE INFORMATION WARFARE  
COMMUNITY. FOR LEADERSHIP TO SECURE MY ABILITY TO WORK ON MY QUALIFICATIONS  
SEEMS TOO STRICT OF A PUNISHMENT. ~~AND~~ I DO NOT AGREE THAT MY WORK  
PERFORMANCE IS POOR. UNABLE TO ASK QUESTIONS.

Rank & Name: \_\_\_\_\_

Billet: NETWO

Date Reported: 17 DEC 20

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- 1 Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s). THE PART OF THE DEFINITION WHERE IT MENTIONS "Ridicule or mockery, insults or put-downs, ... intimidating acts, veiled threats of violence" PERDUCELY SOUNDS LIKE THE CLIMATE ON THE BRIDGE. NONE OF US WANTED TO BE ON THE BRIDGE BECAUSE OF THE WAY THE CO TREATED THE BRIDGE TEAM. PERSONALLY I FEEL NAUTIOUS EVERY TIME I THINK OF GOING BACK ON THE BRIDGE. MOSTLY IF I HAVE ALSO HAD NIGHTMARES ABOUT THE BRIDGE + WATCH, BOTH ON DEPARTMENT + SINCE WE GOT BACK. THIS IS MOSTLY FROM THE WAY THE CO TREATED THE BRIDGE
- 2 Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s). NOT PERSONALLY. I WAS ON THE BRIDGE AS COMM WHEN THE MWR OFFICER TOLD THE CO THAT SHE WASN'T INFORMED 18-21 YEAR OLDS COULD DRINK FOR BEER PAY THE BRIDGE TEAM, INCLUDING MYSELF, THOUT THE CO WAS GOING TO HIT HER. IT LOOKED LIKE HE WAS WRINDING UP. ALSO, ON THE NIGHT THE GR ALARM WAS HIT INSTEAD OF THE HELM CRASH ALARM,
- 3 Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s). NOT PERSONALLY, OTHER THAN THE FACT THAT WHEN I SHOWED INTEREST IN SWITCHING DESIGNATORS THE 2 PEOPLE I WAS TO TALK TO WERE FEMALE (CMC + XO OF NORMANDY)
- 4 Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail. I HAVE RECEIVED 1 LOI AND WAS REMOVED FROM OOD U/I ONCE. AT THE POINT I WAS REMOVED FROM OOD U/I, ALL OF THE 4 OTHER U/I, HAD BEEN REMOVED AND I KNEW, NO MATTER WHAT I DID, I WOULD BE NEXT. I DON'T REMEMBER WHAT I DID, IT WAS SMALL ENOUGH THAT NEITHER I NOR ANYONE I TALKED TO THOUGHT IT WAS REASON ENOUGH TO REMOVE ME. MY LOI WAS ~~IF~~ AROUND SEPTEMBER AND WAS FOR BRIDGE WATCHSTANDING, QUALIFICATION PROCESS, WARFARE AREAS, AND DEVISIONAL KNOWLEDGE (LR HAD BEEN IN THE DIVISION FOR ABOUT 2 WEEKS AND HAD OWNED THE WARFARE AREA FOR THE SAME AMOUNT OF TIME).



1 cont. TEAMS. WE WOULD GET YELLED AT FOR THE SLIGHTEST MISTAKE. NOT ABLE TO MAINTAIN COURSE + SPEED WHILE MAKING ~~FOR~~ THE MEETING POINT ON TIME? MAKE A REPORT IN THE STANDING ORDERS (SUCH AS WEATHER) BUT IT WASN'T "TACTICALLY SIGNIFICANT"? WERE THE SEAS TOO ROUGH W/ AFFECT ON HIS COURSE + SPEED? ALL WOULD RESULT IN BEING YELLED AT + RIDICULED

2 cont. THE CO WAS SO CLOSE TO THE OOD WHILE YELLING AT HIM THAT THE CO'S HAND COULD BARELY FIT BETWEEN THEIR CHESTS WHILE HE WAS POINTING AT THE OOD WITH A KNIFE HAND.

Rank & Name: [REDACTED]

Billet: OI DIVO

Report Date: 16 DEC 2020

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Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s).

1) Yes. Capt. Azzarello did something along these lines nearly every day. Most often it was something we did, big or small, and he would latch on to use it to harass you nonstop.

Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

2) Yes. He constantly threatened non-attainment & DFC to most of us, myself included.

Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

Not particularly. Mostly just old sea dogs that had sexist comments but never anything I saw aimed at an individual.

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.

3) Yes, two LOI's & countless threats of DFC/Non-attainment. He has pulled my JWD ENG qual for not knowing the name of our GTB's on board.

1) • An example of a minor situation would be when I made the mistake of saying "Roger that Sir" to the CO when giving him a report. I had already been chewed out & belittled for saying "Aye Aye" so that's what I said. He berated me on the phone, told me I would never make a report as OOD again, and fired me as OOD U/I. For the next 2-3 months nearly every time I saw him, whether it was the bridge, a brief, CIC, or even the P-ways he would scream "Roger that Mr. [REDACTED] multiple times. Even as I gave a brief to a room full of people.

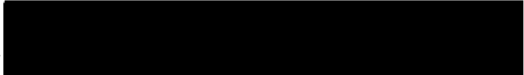
• Capt. Azzacello was told by one of my instructors at either BDOC or JOOD that I had not done well. He used that nearly every time he called me into his office to berate me, saying that "It just wants him to get rid of you mess." One moment that sticks out in particular is when we were doing small boat operations, and as I was trying to coach the Conn into correctly creating a lee, he said "I should have listened to your instructor, you shouldn't even be backing be here."

2) • Any time we received an LOI, the CO would explain exactly why he issued it and his method for using it as a "paper trail" to justify "getting rid of you. He would also insinuate that there was little or nothing we could do to prevent this.

• My old OOC came to me one day & asked me what our 1st LT had done to piss the CO off. I wasn't sure, to which he responded, "The CO told the mess that he was going to pull every qual and choke him out until he quits."

3) The LOI's typically stemmed from an infraction, 1, and it would upset the Captain so he would go back and find more minor infractions to flesh out the LOI. For example I made a mistake by not asking a vessel we were hauling if they were in distress. (We had no instructions or indications that they were). A few days later I received an LOI reprimanding me for that, not being able to maintain station in a foul weather RAS, & not briefing him fast enough when he came on the bridge. In that LOI, as well as my second LOI, and on the bridge, the CO described & threatened in detail why & how he would non-attain or DFC me.

Rank & Name:



Billet:

STRIKE

Date Reported: 7 AUG 2018 - 18 DEC 2020

**HARASSMENT:** Behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.

**BULLYING:** A form of harassment that includes acts of aggression by Service members or DoD civilian employees, with a nexus to military service, with the intent of harming a Service member either physically or psychologically, without a proper military or other governmental purpose. Bullying may involve the singling out of an individual from his or her coworkers, or unit, for ridicule because he or she is considered different or weak. It often involves an imbalance of power between the aggressor and the victim. Bullying can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person.

- 1 Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s).  
did say yes. An example would be kicking [redacted] out of an all officer meeting because "his bad attitude wasn't needed". [redacted] had done nothing discernable from my POV
- 2 Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).  
When I ordered beer for beer day. I did not order enough as the policy was changed from 21 + up to 18 + up. When informing the CO of this, he leaned over me in a threatening manner
- 3 Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).  
Nothing overt. When he chooses favorites, its always the girls that are NOT chosen. We would have to do things like lower our voices. on back
- 4 Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.  
yes. many times. During LOI counseling and butcep/midterm debriefs.

2. CONTINUED: When he leaned over me in a threatening manner I thought he was going to punch me. However, he just kicked me off the bridge. That is the only time I felt actually physically threatened.

Rank & Name: [REDACTED]

Billet: MPO

Report Date: 15 DEC 20

*HARASSMENT. Behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.*

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1. Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s).  
My old CHENG, [REDACTED] was not allowed to speak directly to the CO by the end of deployment. I cannot remember specifics but being on the bridge was brutal.
2. Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).  
No.
3. Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).  
No.
4. Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.  
Yes. I got an LOI in May 2020 for not checking 1B HRV was in run. Had my aft steering/helm safety goal pulled and had to rebound with the CO. I got it back. I would say my LOI is one of the few warranted LOIs.

Rank & Name: \_\_\_\_\_

Billet: CE DIVISION OFFICER

Report Date: 28 OCTOBER 2019

***HARASSMENT.** Behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.*

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- 
- 1 Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s).
  
  - 2 Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).
  
  - 3 Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).
  
  - 4 Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.



1. Yes, I have observed harassment and bullying from our CO, COB Azorello on multiple occasions, not only at my peers but also myself. Our CO would come up to the bridge & purposely (and) intimidate the junior officers on watch while playing an aggressive "stomp the chump." If you could not answer his questions, which were very specific to the point SMEs on the ship wouldn't know the answers, I watched him come up to the bridge take one lap then walk back downstairs, call the OOD and scream at him over the phone. This OOD was [REDACTED] who ultimately was non-attained. [REDACTED] admitted to suicidal ideations due to the CO's treatment of him. [REDACTED] I watched the CO pull [REDACTED] onto the bridge wing to scream at her and call her a waste of space, [REDACTED] on multiple occasions. [REDACTED] has admitted to me that [REDACTED] she had suicidal ideations most of deployment because of how viciously the CO treated her. It was apparent to the entire wardroom that the CO [REDACTED] did not like [REDACTED]. Towards the end of deployment the CO was very vicious to [REDACTED]. I would watch the CO come up to the bridge, scream, berate, & put down a [REDACTED] from April until July. [REDACTED] has admitted to being extremely depressed due to the treatment from the CO. I was taken into the CO's cabin and he told me that I was an embarrassment to the ship because I embarrassed him on the ship. [REDACTED] He walked me through exactly how he was going to kick me out of the navy. After that I was not allowed to start OOD's and was treated with disdain & completely ignored. I can confirm or deny that I had suicidal ideations on deployment because I will not jeopardize my nuke career. In addition, after [REDACTED] received his SWO via the CO screamed at the entire Wardroom about how terrible we all are, he picked out specific people, [REDACTED]. [REDACTED] He would verbally berate our old CHENG, [REDACTED] in front of the entire wardroom and during OPS intel on numerous occasions. I [REDACTED] observed the many times the CO pulled [REDACTED] into his cabin to yell at him about the explosive safety program. I did not personally observe him getting screamed at but I did observe the countless times he would break down in front of me after those meetings. [REDACTED] has admitted to being depressed while on deployment.

2. I was threatened by my CO CDR Azzarello in one instance. He threatened to remove me from the Navy on an occasion where I embarrassed the ship. On a previous occasion where he had given me an LOI, per the LOI I had to do mentoring sessions with my department Head. The CO told me that he would use that to kick me out of the navy because "he was trying but she just wasn't getting it." He then asked me if I thought being there was a joke and that if I thought it was a joke he needed to know so I could quit.

3. N.O.

4. I have received 2 LOI's. The first one discussed my "mediocre" watchstanding. Discussed how I had verbally snapped at our CO during an HRU evolution. Discussed how I was removed from CG division due to my "poor management" style. It discussed how I had removed myself from the watchbill on a previous occasion without consulting him. It told me I would complete weekly mentoring sessions with my Department Head. It then ended with stating that if I did not adhere to the LOI it could ultimately lead to me being non-attained or DFC'ed from the navy. The second LOI was given to me in October, it rescinded my first LOI only because my Department Head took the CO my 5 1/2 months worth of weekly mentoring paperwork I had completed.

I have been ~~threatened~~ threatened to be removed from the NAVY and FSH as discussed above in #2.

Rank & Name:



Billet:

1WO

Report Date:

02 NOV 19

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Given the DoD definitions above, have you personally observed any examples of harassment or bullying by a member of your chain of command? If so, please provide specific details regarding your observation(s). YES. DURING A WARFARE REVIEW IN AUG 20 THE CO BROUGHT UP ~~A PERSON'S~~ A JO'S PERSONEL ENDEAVOR WHILE GIVING A VERBAI REPRIMAND, DURING THE REVIEW.

Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

NO

Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

NO

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail. YES. AN LOT NOT COMPLETING ADMINISTRATIVE TASKS ON TIME, WHICH WAS AN ISSUE.

Rank & Name



Billet: 1ST LT

Report Date: NOV 2018

*HARASSMENT. Behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.*

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Have you personally been subject to any abusive/demeaning behavior from or been threatened by your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally observed a sexist or racist remark by your chain of command? If so, please provide specific details regarding your observation(s).

Have you personally received a letter of instruction, had a qualification removed, or been told you may be fired/detached onboard FSH? If so, explain the circumstances in detail.

- Many officers onboard have felt the affect of CDR Azzarello's harassment and bullying. His constant belittling and swearing at Junior Officers have driven many to suicidal thoughts and non-attainment. Two LTENs have been sent off the ship for suicidal thoughts. I have personally talked to several other first tour division officers onboard who have told me they ~~are~~ have contemplated suicide and have stated that it is because of the worthlessness <sup>they feel</sup> and harassment by CDR Azzarello. I have seen CDR Azzarello raise his fist as if he was going to strike [REDACTED] whenever she told him that they would not have enough beer for the beer day on deployment. He stopped his hand however and told her to "get the fuck off the bridge." On several occasions I have been called a "fucking retard" by CDR Azzarello. He has threatened to non-attain and the DFL me in every LOI I have received. I have heard CDR Azzarello also make what could be taken as a racist remark on the bridge. When →

talking about Djiboutian citizens he called them "savages." I have received 4 LOIs under CDR Azzarello. I have also had nearly all of my qualifications removed as a result of my third LOI. My third LOI specifically was given to me because I did not do counseling sessions with the SWO as ordered in my 2nd LOI. I admit I was in the wrong for this and believe I should have been punished. However, I don't believe taking away all of my qualifications was a reasonable punishment. After a few months of getting all my quals removed I told the Captain I wanted to be non-attained. He said he didn't think I should and said that if I could just get SWO engineering I could have my qualifications back. I did this after and did regain my qualifications. I'm the First LT onboard and had two A-1 checks for both my warfare areas a couple of months after I got my quals back. For the months leading up to the A-1 checks I worked long days and came on weekends to ~~get~~ get everything in order. When the inspectors came onboard for the inspection they found very little wrong and we passed with few discrepancies. Two days later I received my 4th LOI. This

one stated that I hadn't been motivated for my SWO qualification. I explained to the CO I had been working on my A-1s and that was why I hadn't had the time for it. He told me then I shouldn't have been nearly as involved with the wartares then. I then stated that ~~in~~ in my experience I have seen other division officers get their boards taken from them if they hadn't done well with their wartares so it wouldn't have mattered one way or the other. I truly don't believe I will even be allowed to qualify onboard Forrest Sherman. I have passed a JO and DH SWO boards and had my CO board removed from the schedule because "I" didn't talk to all the DHs and didn't complete my look ups". This wasn't entirely true and I think the CO was just trying to find a reason to pull the board.



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
Ser DDG 98/247  
28 Jul 20

**SECOND ENDORSEMENT on USS FORREST SHERMAN ltr 1611 Ser DDG 98/201  
of 10 June 20**

**From: Commanding Officer, USS FORREST SHERMAN (DDG 98)**

**To: Commander, Naval Personnel Command (PERS-83)**

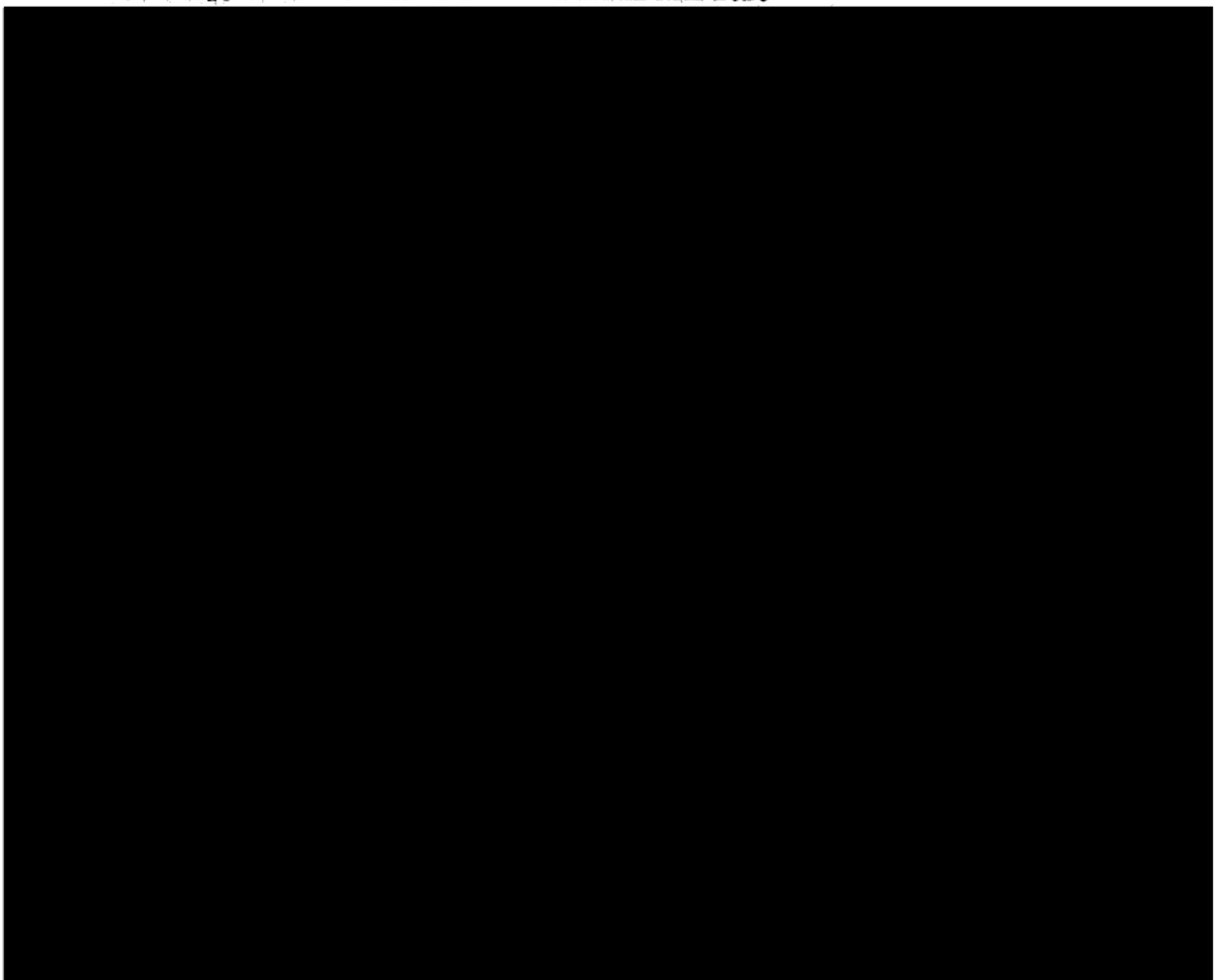
**Via: (1) Commander, Destroyer Squadron TWO EIGHT  
(2) Commander, Carrier Strike Group EIGHT**

**Subj: REPORT OF SUBSTANDARD PERFORMANCE IN CASE OF [REDACTED]**

**Encl: (1) Deployment Preservation Plan**

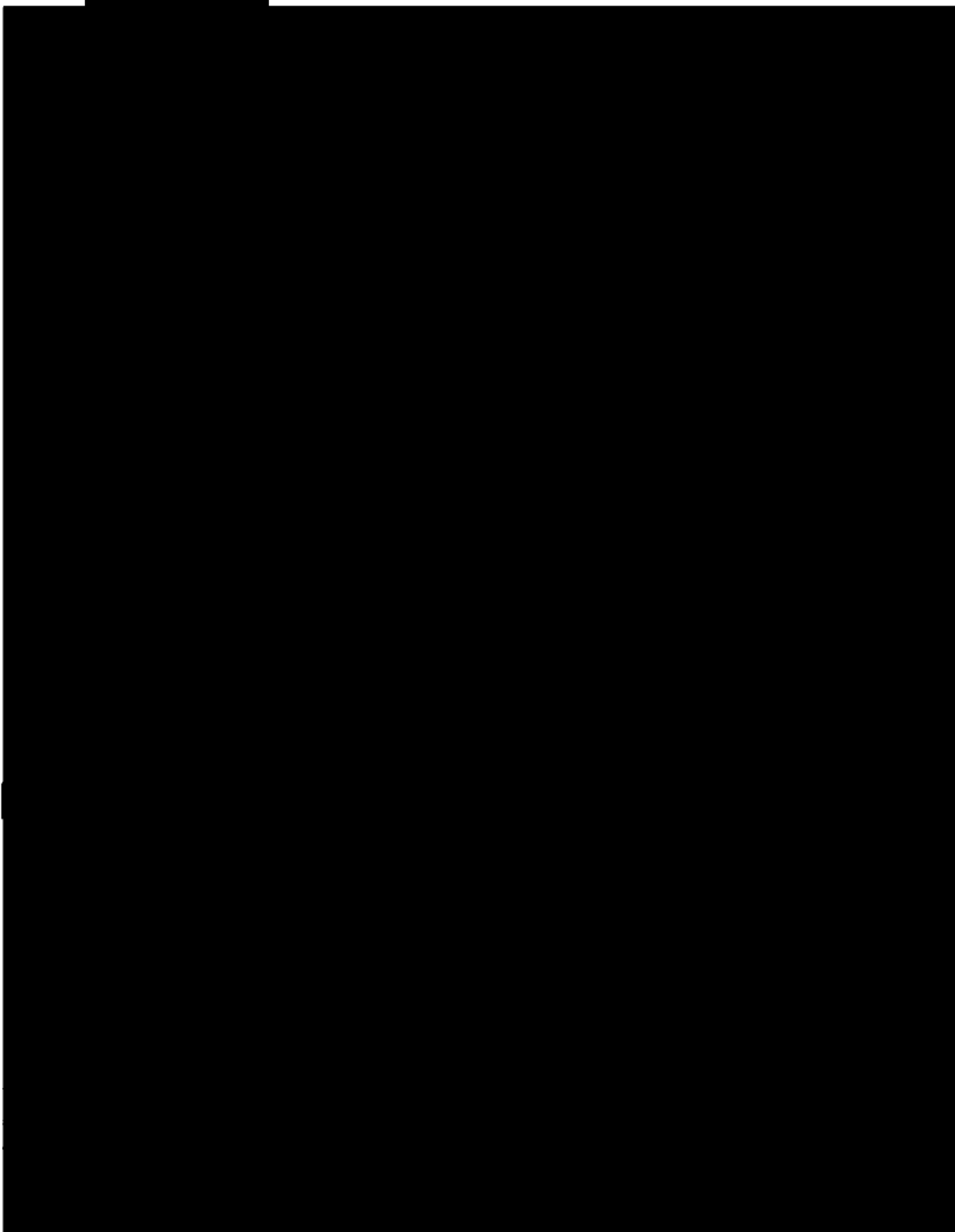
**(2) Designation as Top Snipe ICO EMCS Albin Hibic dtd 14 Sep 19**

**(3) "Copy of CHENG Routine" Email dtd 22 Mar 2020**





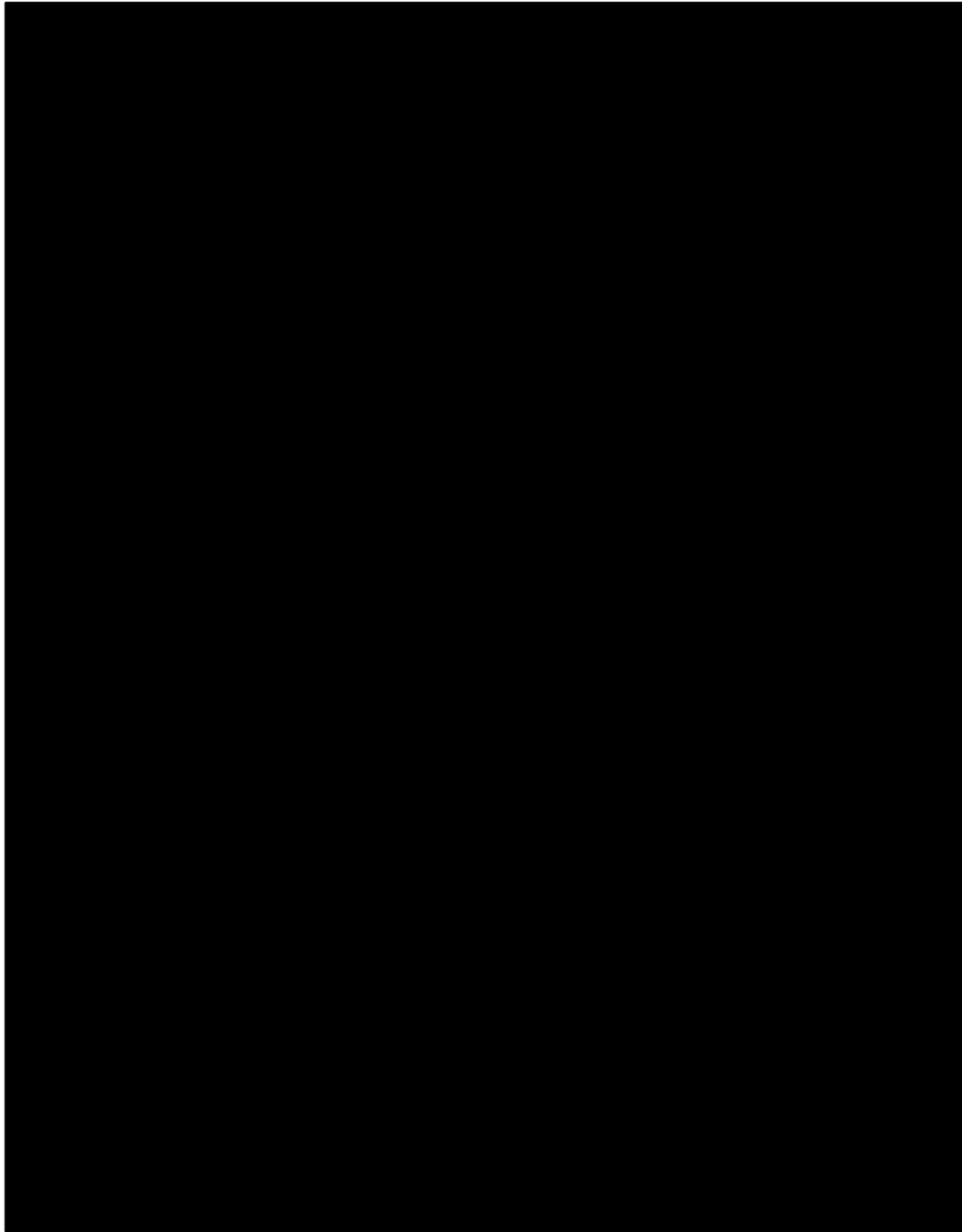
Subj: REPORT OF SUBSTANDARD PERFORMANCE IN CASE OF [REDACTED]



Subj: REPORT OF SUBSTANDARD PERFORMANCE IN CASE OF [REDACTED]

[REDACTED]

[REDACTED]  
P. J. AZZARELLO



Enclosure (1)



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1200  
DDG 98/ENG  
14 Sep 19

From: **Commanding Officer, USS FORREST SHERMAN (DDG 98)**

To: [REDACTED]

Subj: **DESIGNATION AS TOP SNIPE**

Ref: **(a) COMNAVSURFLANTINST 3540.3A**

[REDACTED]

[REDACTED]

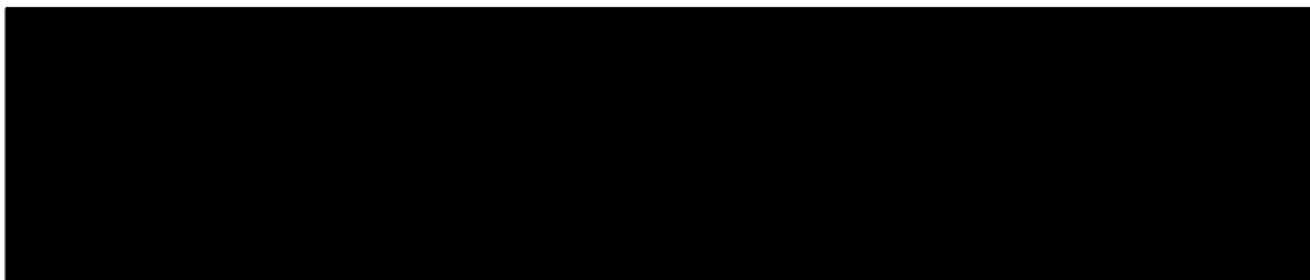
~~F. J. AZZARELLO~~

Enclosure (2)

**Azzarello, Frank CDR USN, DDG98**

---

**From:** Azzarello, Frank CDR USN, DDG98  
**Sent:** Sunday, March 22, 2020 2:38 PM  
**To:** [REDACTED]  
**Subject:** Emailing: Copy of CHENG Routine  
**Attachments:** Copy of CHENG Routine.xlsx



20 Jul 20

From:

[REDACTED]

To: Commander, Navy Personnel Command (PERS-834)

Via: (1) Commanding Officer, USS FORREST SHERMAN (DDG-98)

(2) Commander, Destroyer Squadron TWO EIGHT

(3) Commander, Carrier Strike Group EIGHT

Subj: REVISED STATEMENT ON SUBSTANDARD PERFORMANCE and REQUEST FOR DETACHMENT FOR CAUSE

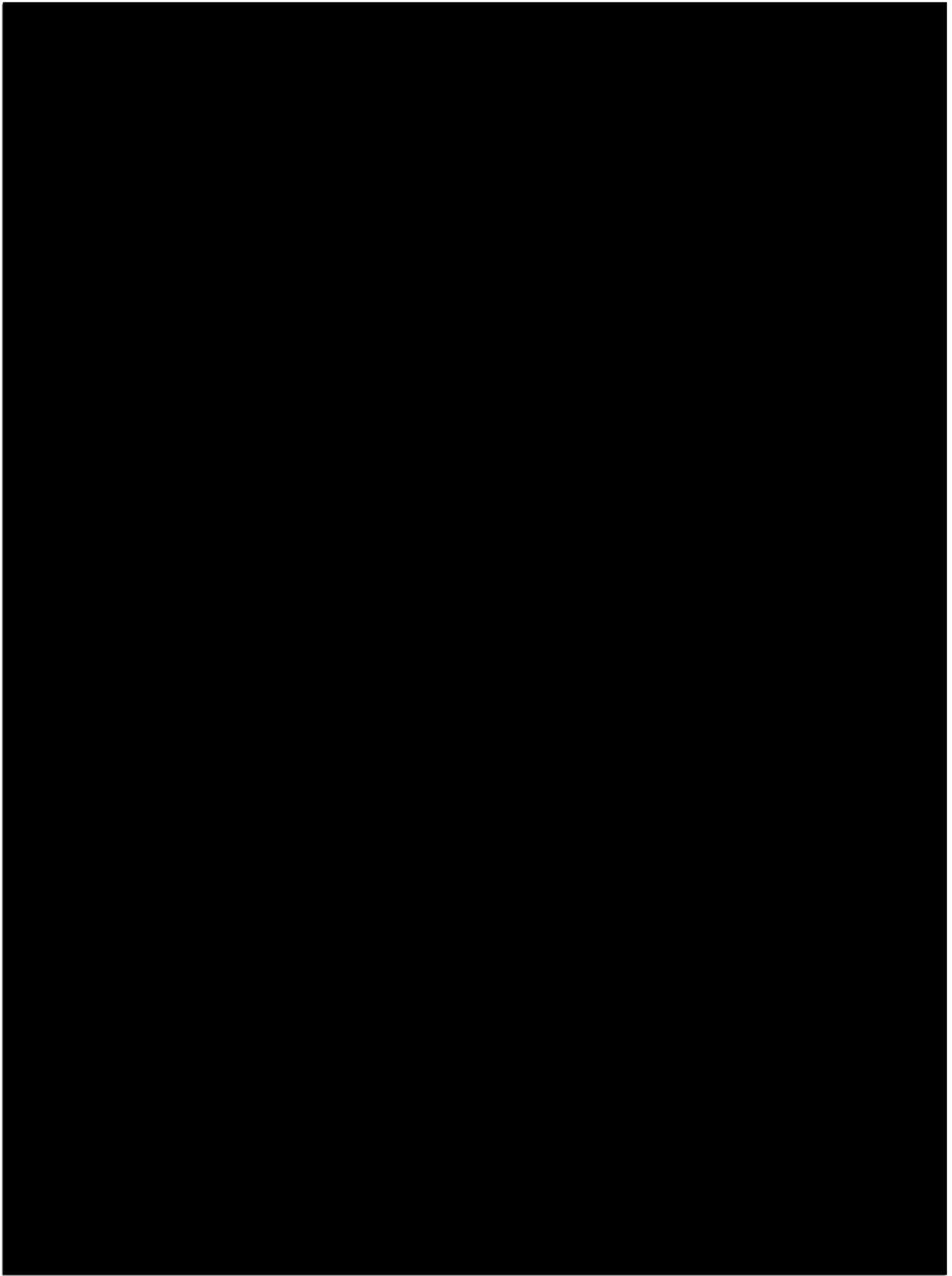
Ref:

[REDACTED]

Encl:

[REDACTED]

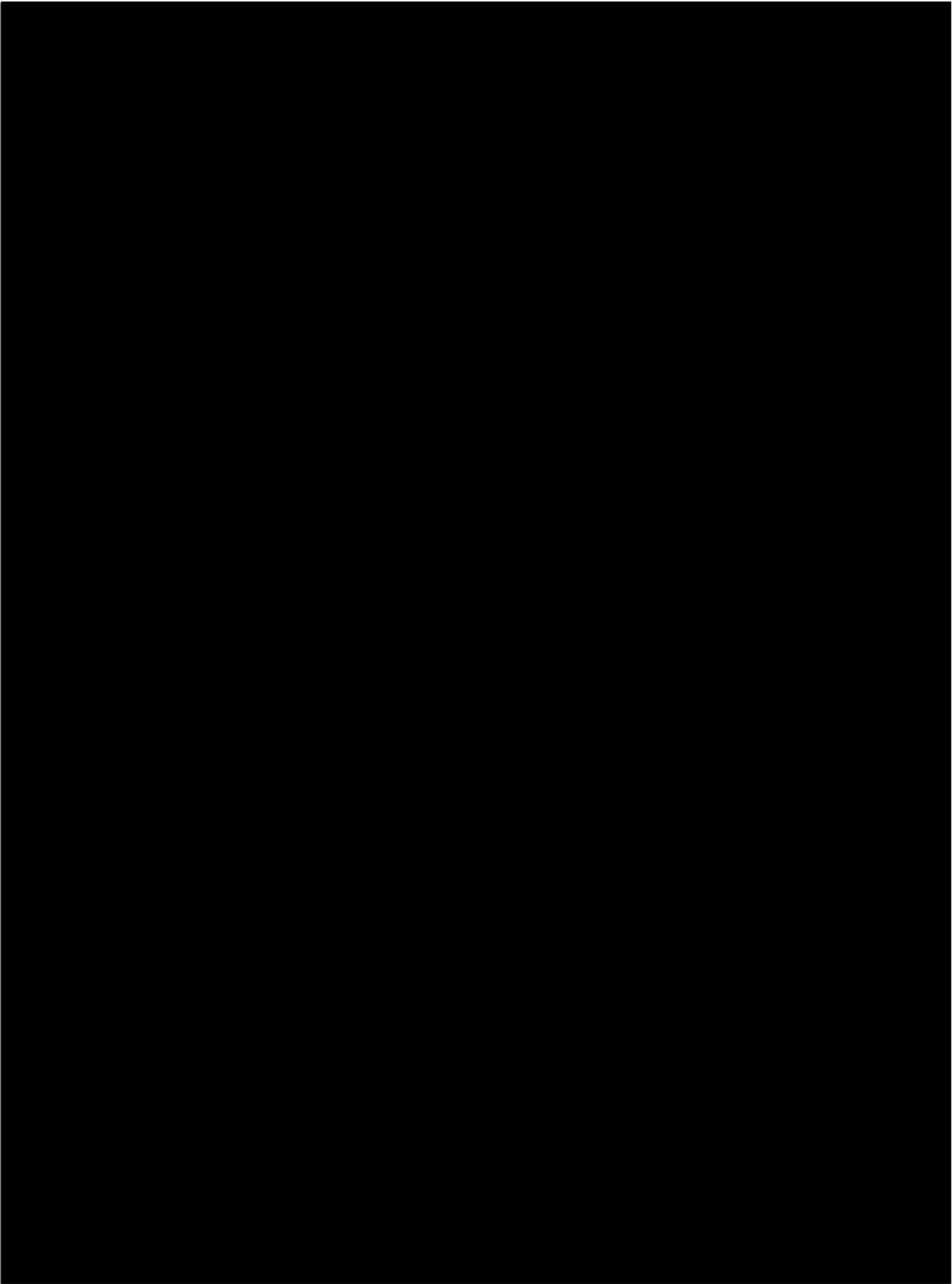
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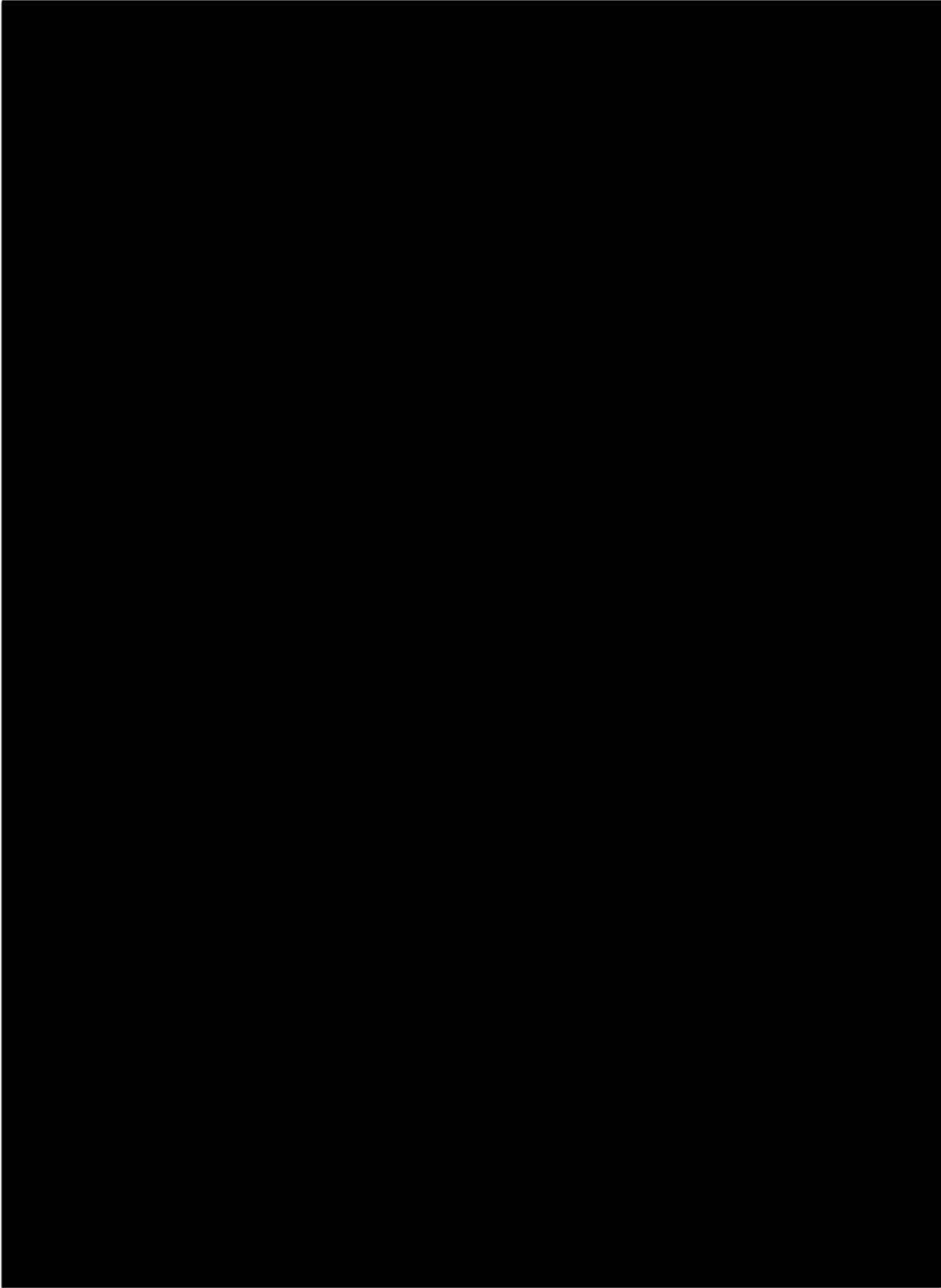
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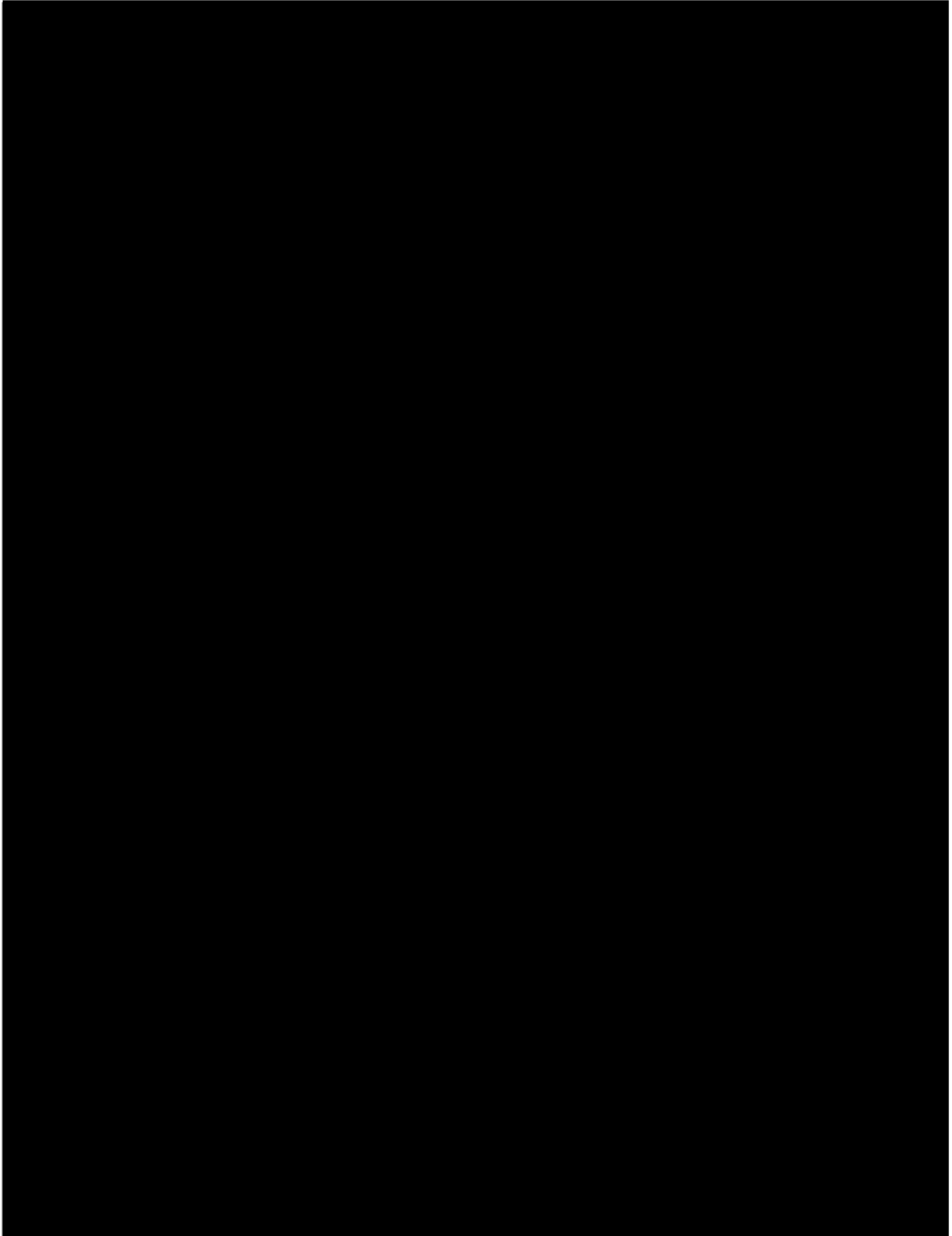


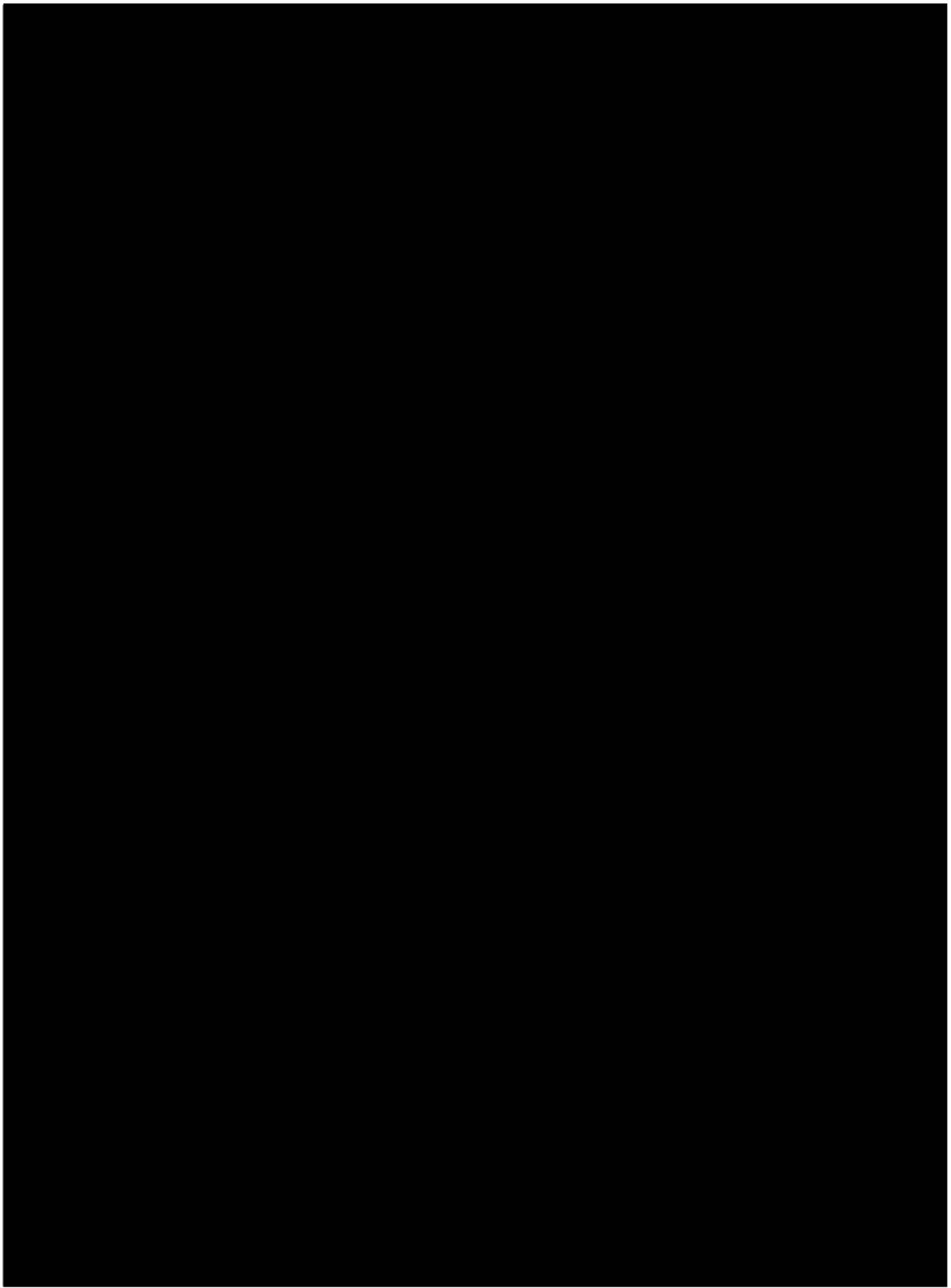


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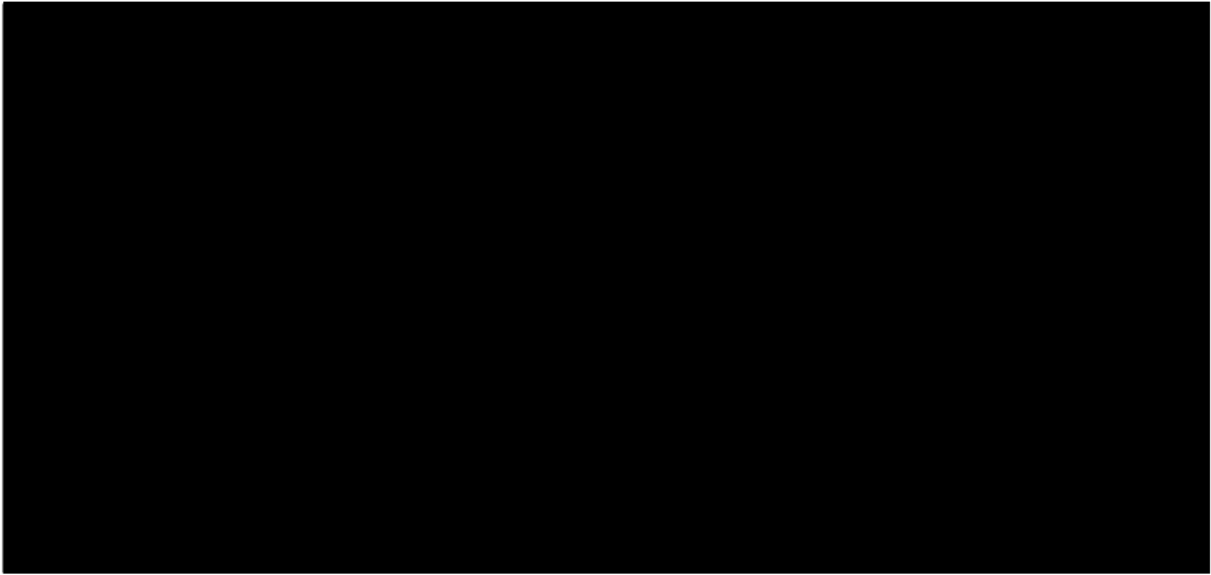




1

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Very respectfully,





DEPARTMENT OF THE NAVY  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
Ser DDG98/201  
10 Jun 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: Commander, Navy Personnel Command (PERS-834)

Via: [REDACTED]  
(2) Commanding Officer, USS FORREST SHERMAN (DDG 98)  
(3) Commander, Destroyer Squadron TWO EIGHT  
(4) Commander, Carrier Strike Group EIGHT

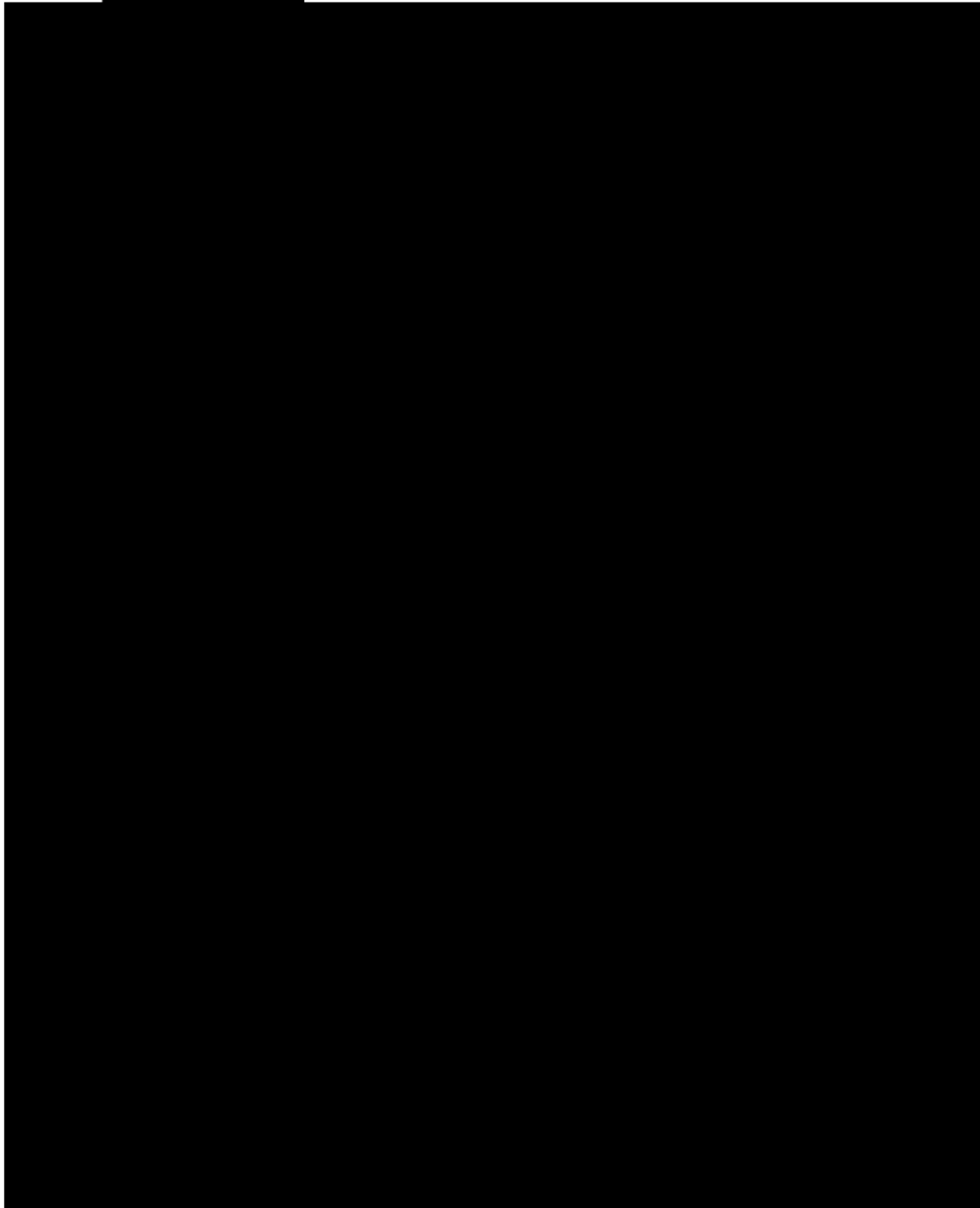
Subj: REPORT OF SUBSTANDARD PERFORMANCE IN CASE OF [REDACTED]  
[REDACTED]

Ref: (a) NAVPERS 15560D

[REDACTED]

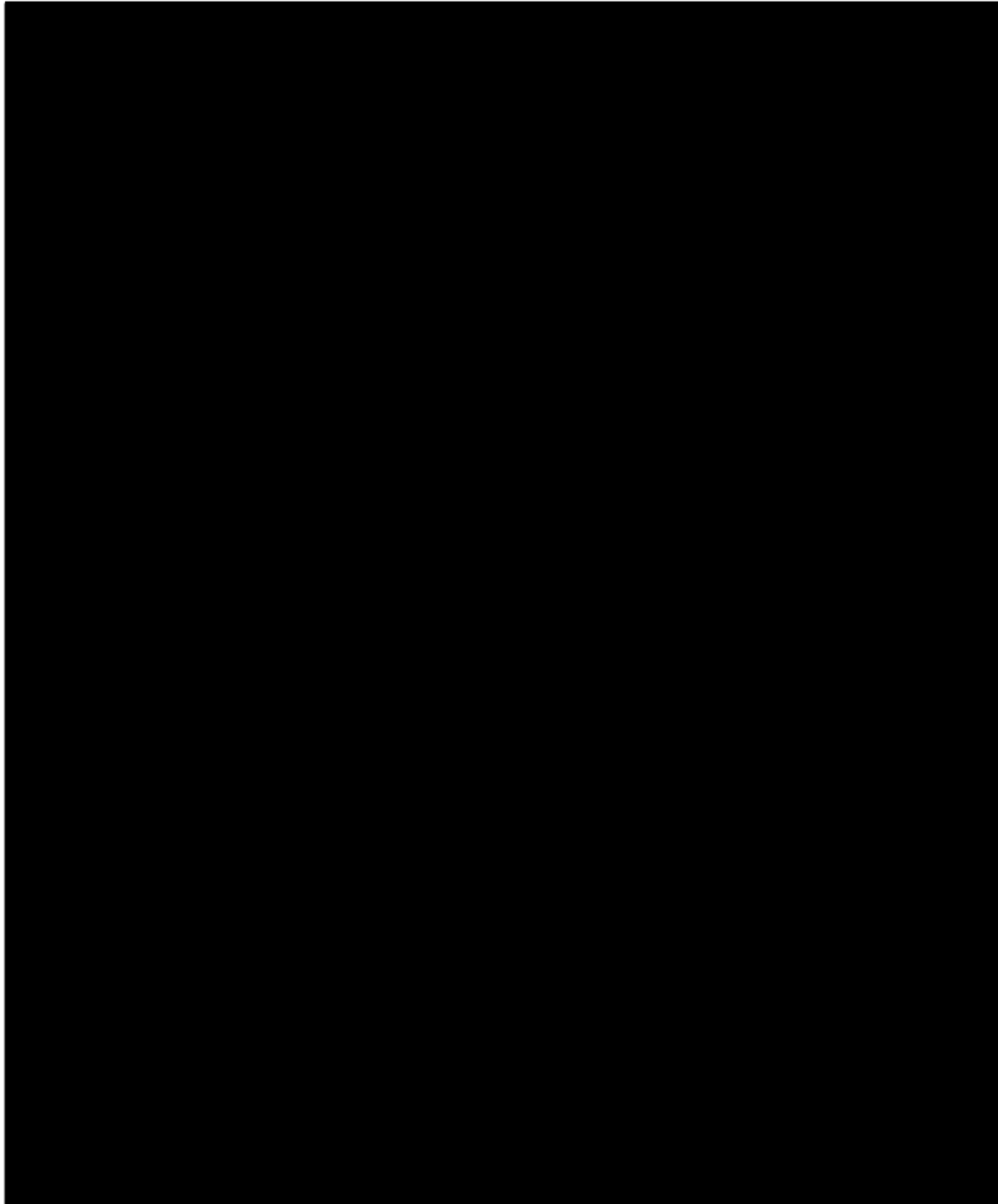
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Subj: REPORT OF SUBSTANDARD PERFORMANCE IN CASE OF [REDACTED]



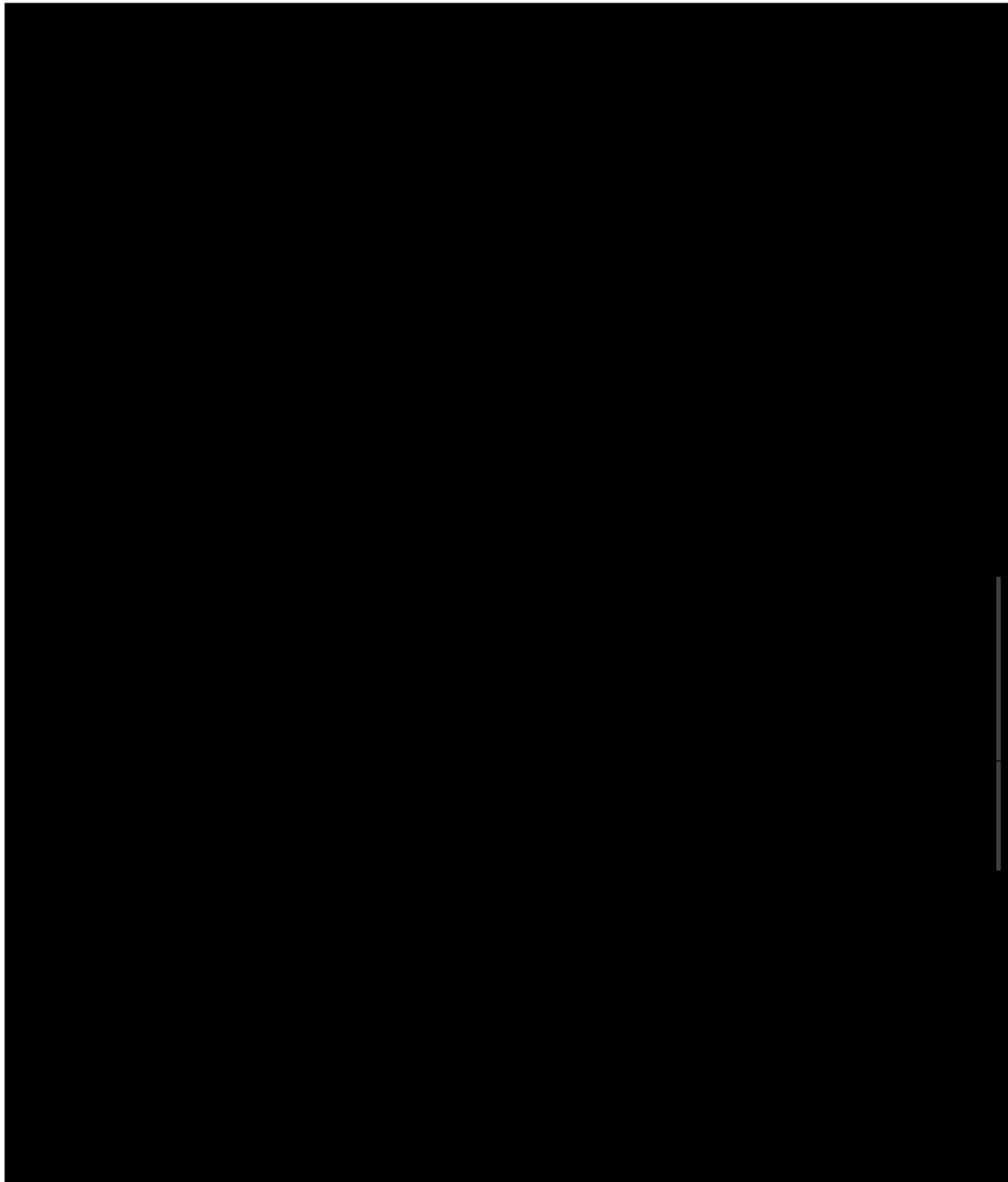
FOR OFFICIAL USE ONLY—PRIVACY SENSITIVE  
Any misuse or unauthorized disclosure may result in both civil and criminal penalties

Subj: REPORT OF SUBSTANDARD PERFORMANCE IN CASE OF [REDACTED]



FOR OFFICIAL USE ONLY—PRIVACY SENSITIVE  
Any misuse or unauthorized disclosure may result in both civil and criminal penalties

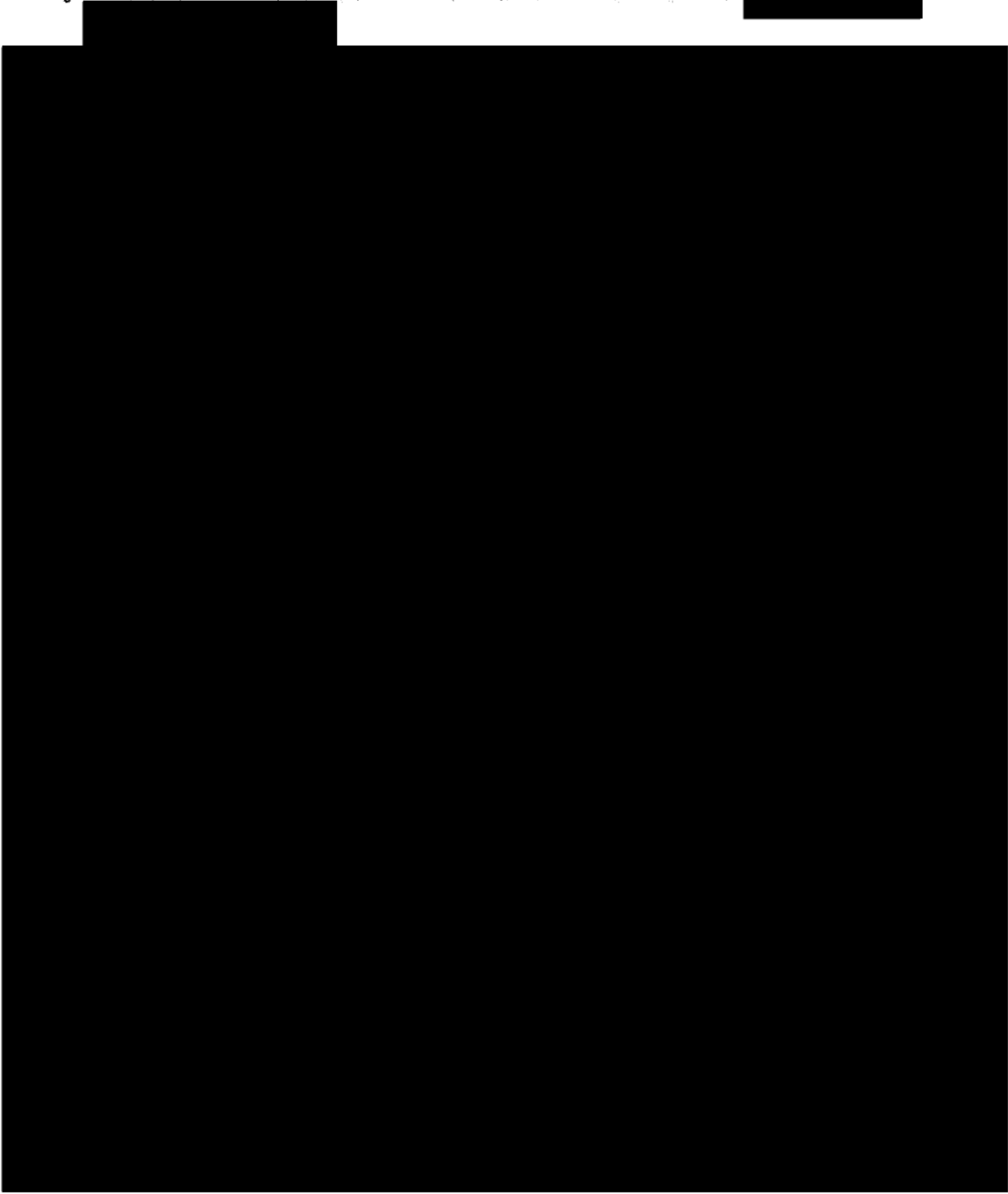
Subj: **REPORT OF SUBSTANDARD PERFORMANCE IN CASE OF** [REDACTED]



**FOR OFFICIAL USE ONLY—PRIVACY SENSITIVE**  
Any misuse or unauthorized disclosure may result in both civil and criminal penalties



Subj: REPORT OF SUBSTANDARD PERFORMANCE IN CASE OF [REDACTED]



Subj: REPORT OF SUBSTANDARD PERFORMANCE IN CASE OF [REDACTED]



*[Signature]*  
F. J. AZZARELLO



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 08669

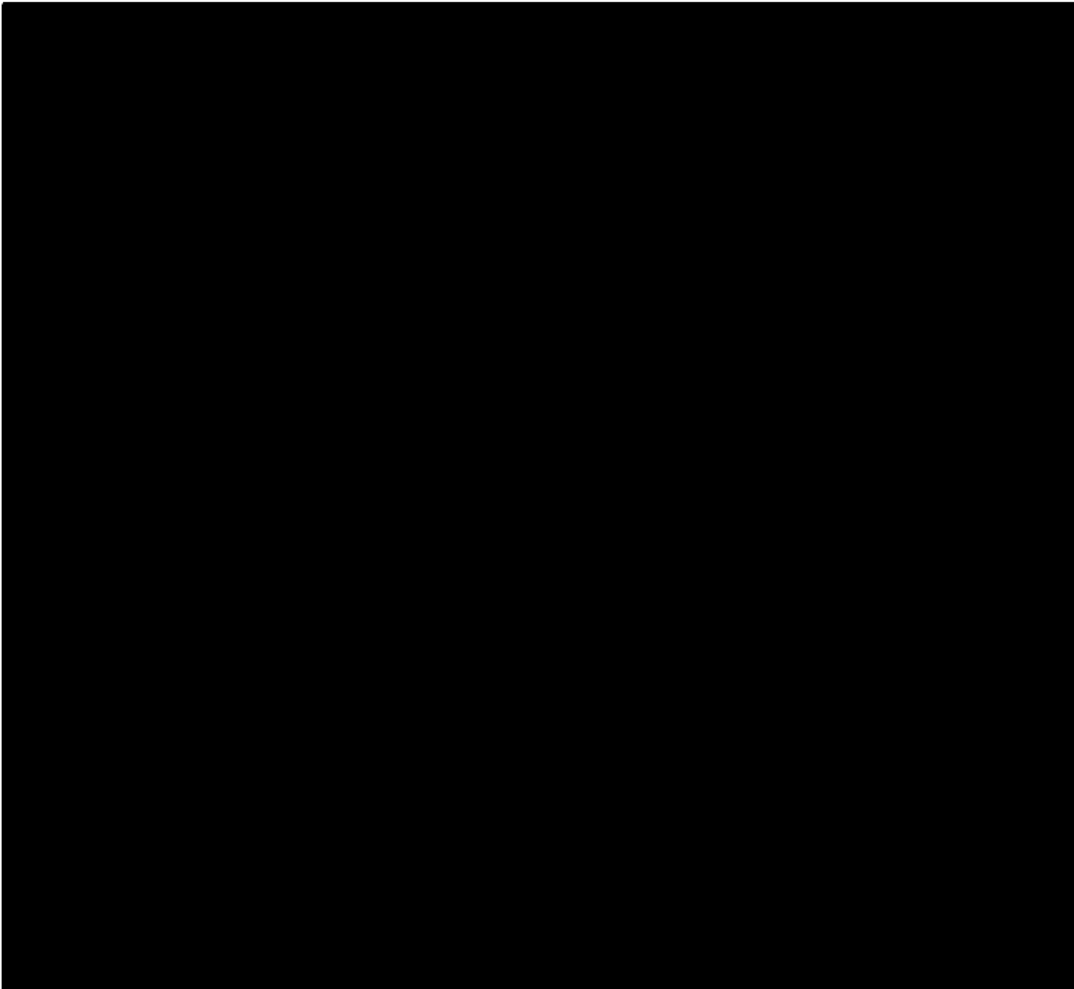
1611  
DDG 98/CO  
2 Mar 20

**From:** Commanding Officer, USS FORREST SHERMAN (DDG 98)

**To:** [REDACTED]

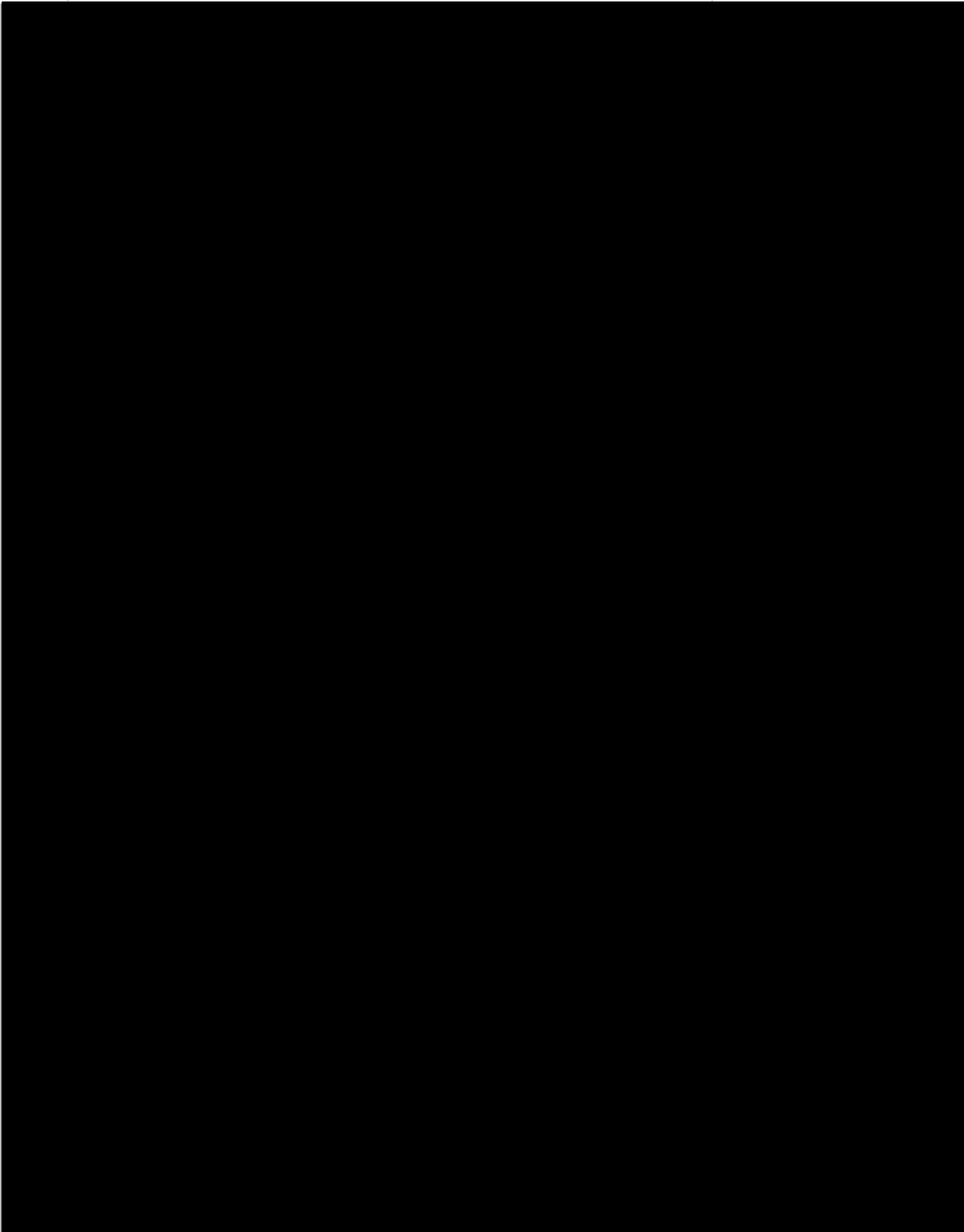
**Subj:** LETTER OF INSTRUCTION

**Ref:** (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105



Enclosure (1)

**Subj: LETTER OF INSTRUCTION**



**Subj: LETTER OF INSTRUCTION**

[REDACTED]

[REDACTED]

**F. J. AZZARELLO**

[REDACTED]

**Copy to:  
Executive Office**

[REDACTED]



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
FPO AE 08889-1214

1611  
DDG 98/CO  
14 Mar 20

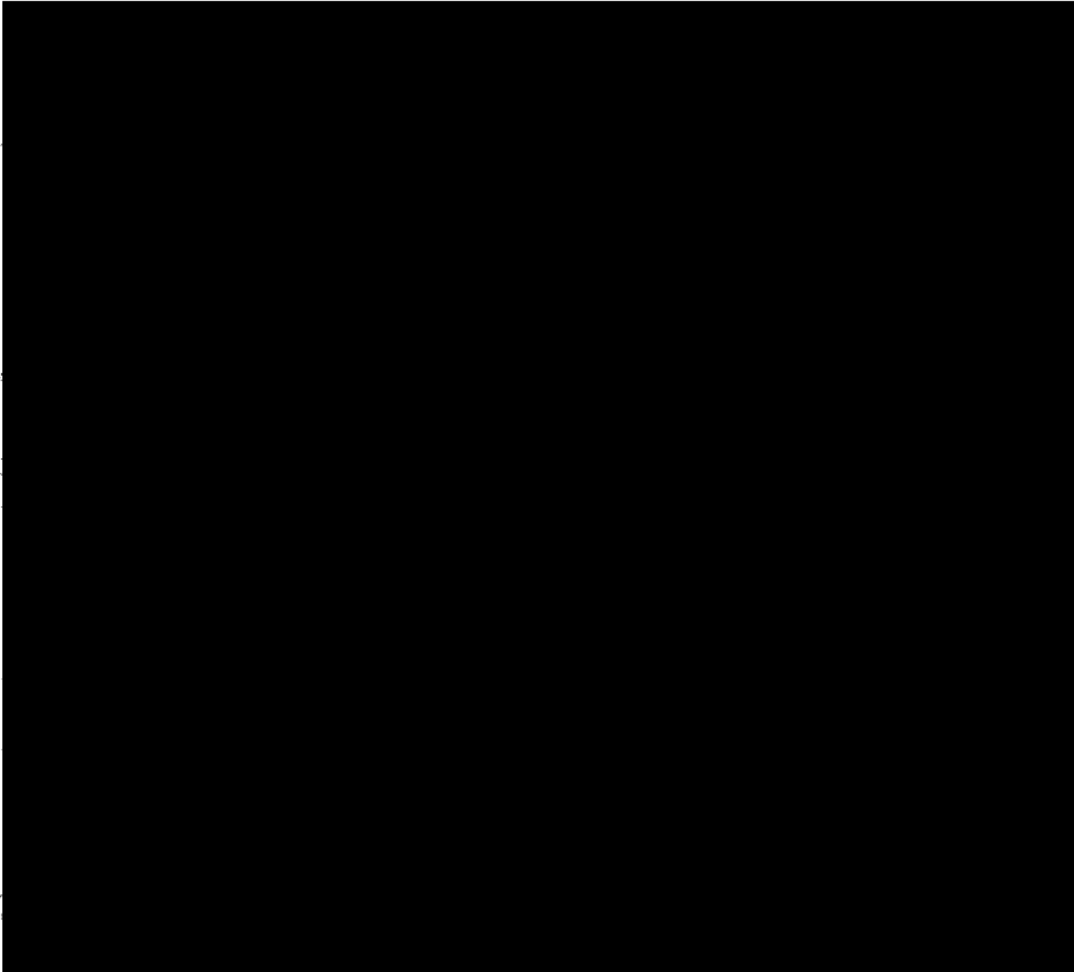
**From: Commanding Officer, USS FORREST SHERMAN (DDG 98)**

**To:** [REDACTED]

**Subj: LETTER OF INSTRUCTION**

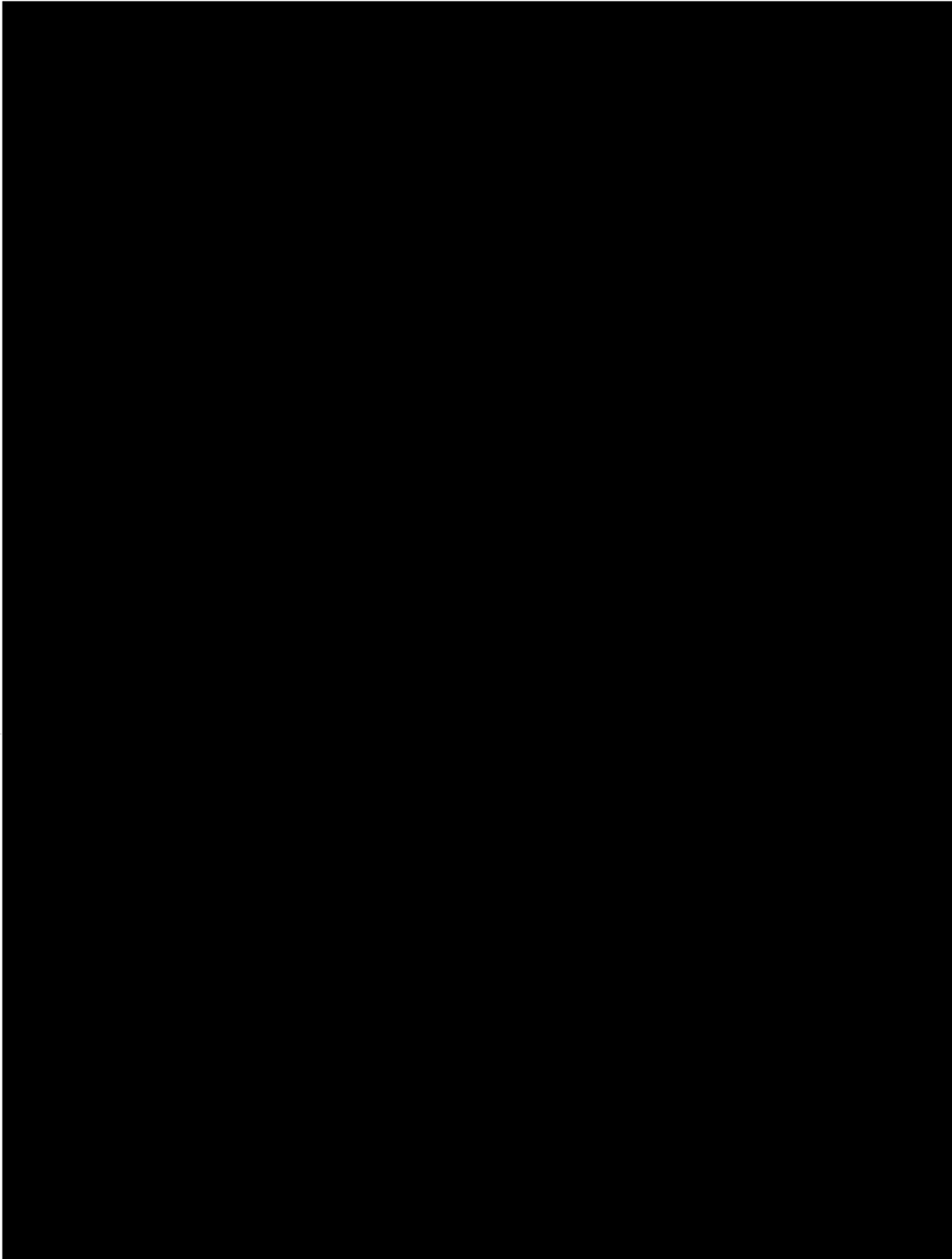
**Ref: (a) MILPERSMAN 1616-080**  
**(b) JAGMAN 0105**

**Encl: (1) Mentor Log**

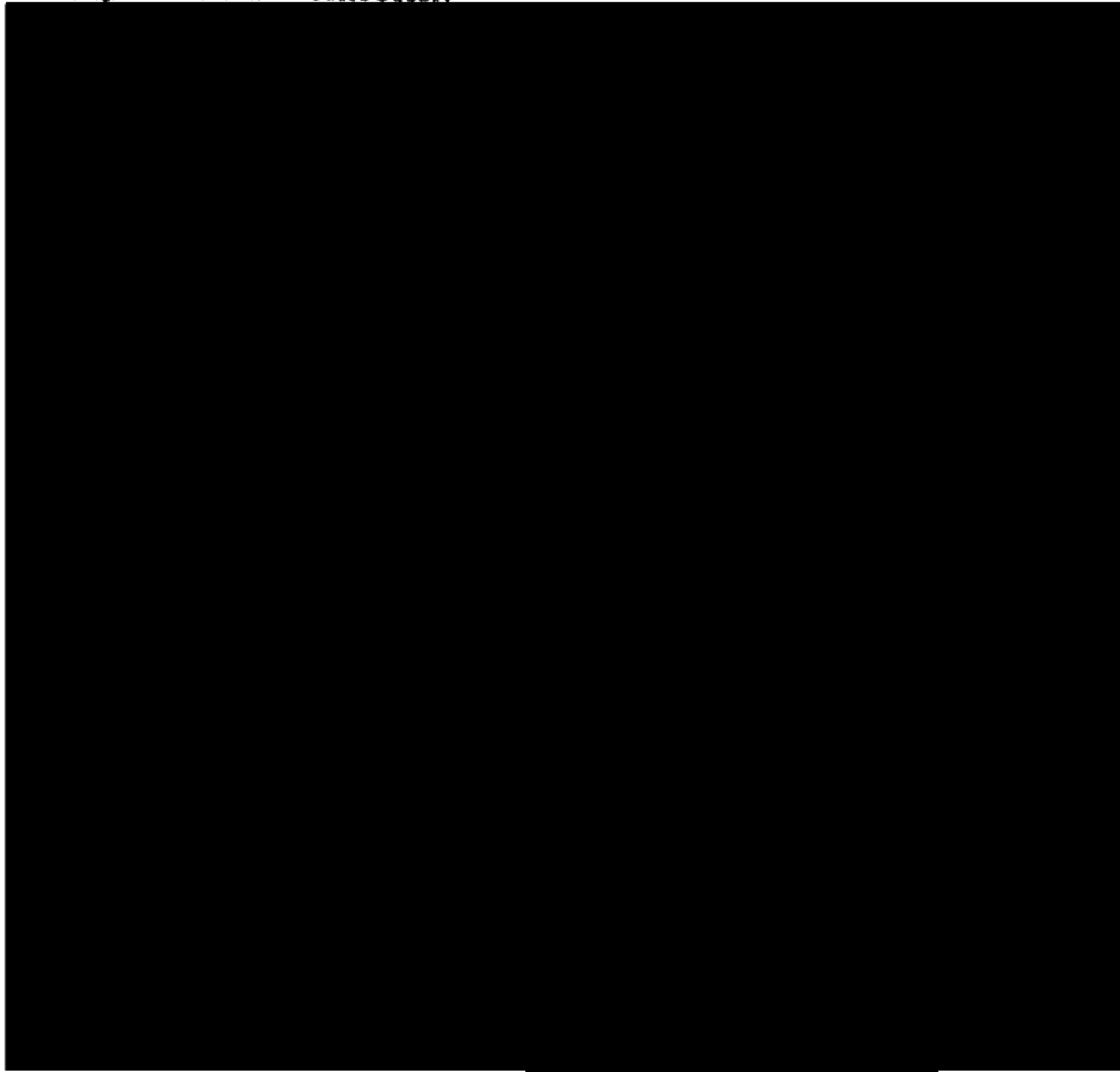


Enclosure (2)

**Subj: LETTER OF INSTRUCTION**



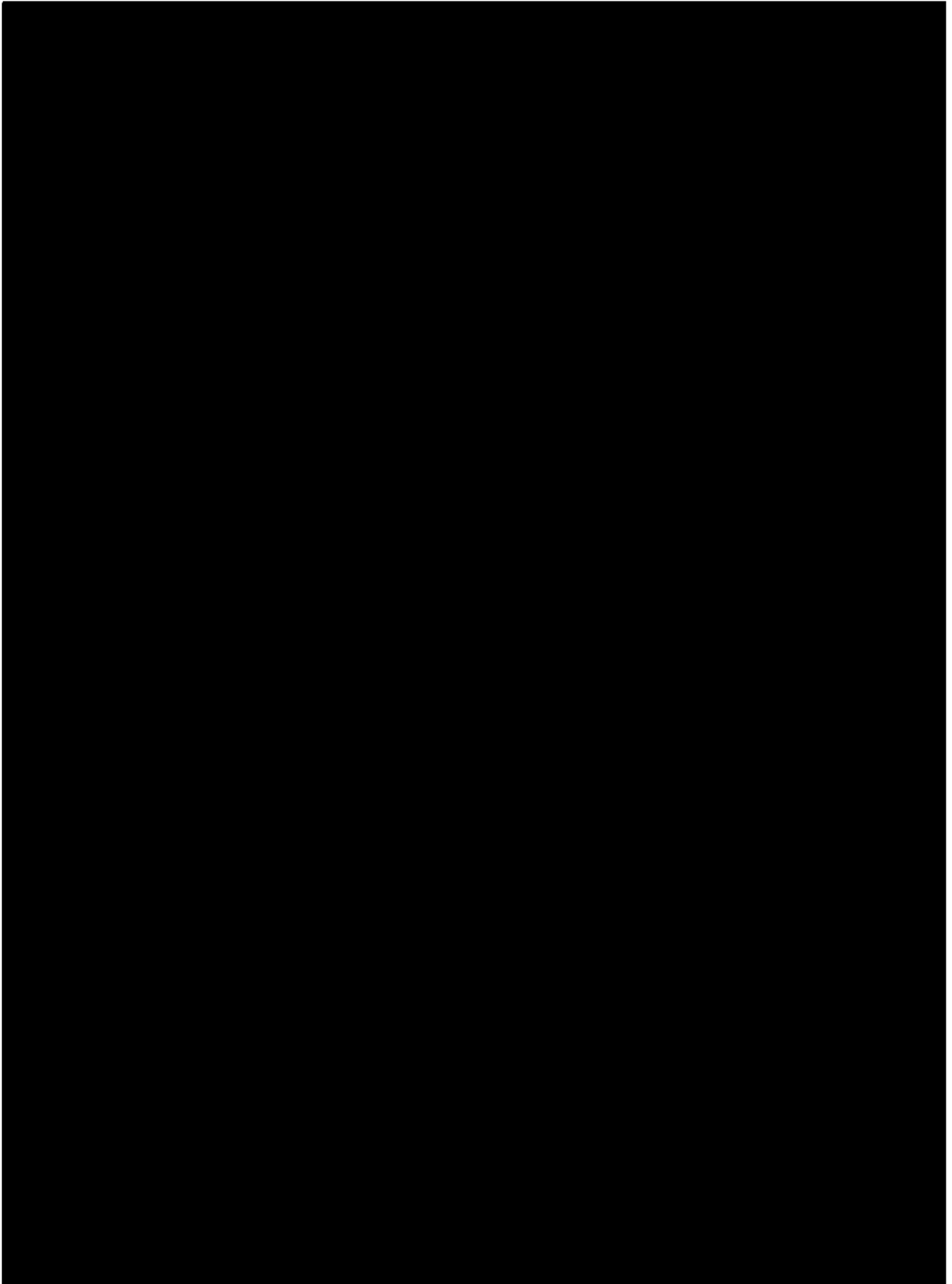
Subj: **LETTER OF INSTRUCTION**



~~E. J. AZZARELLO~~

Copy to:  
Executive Officer





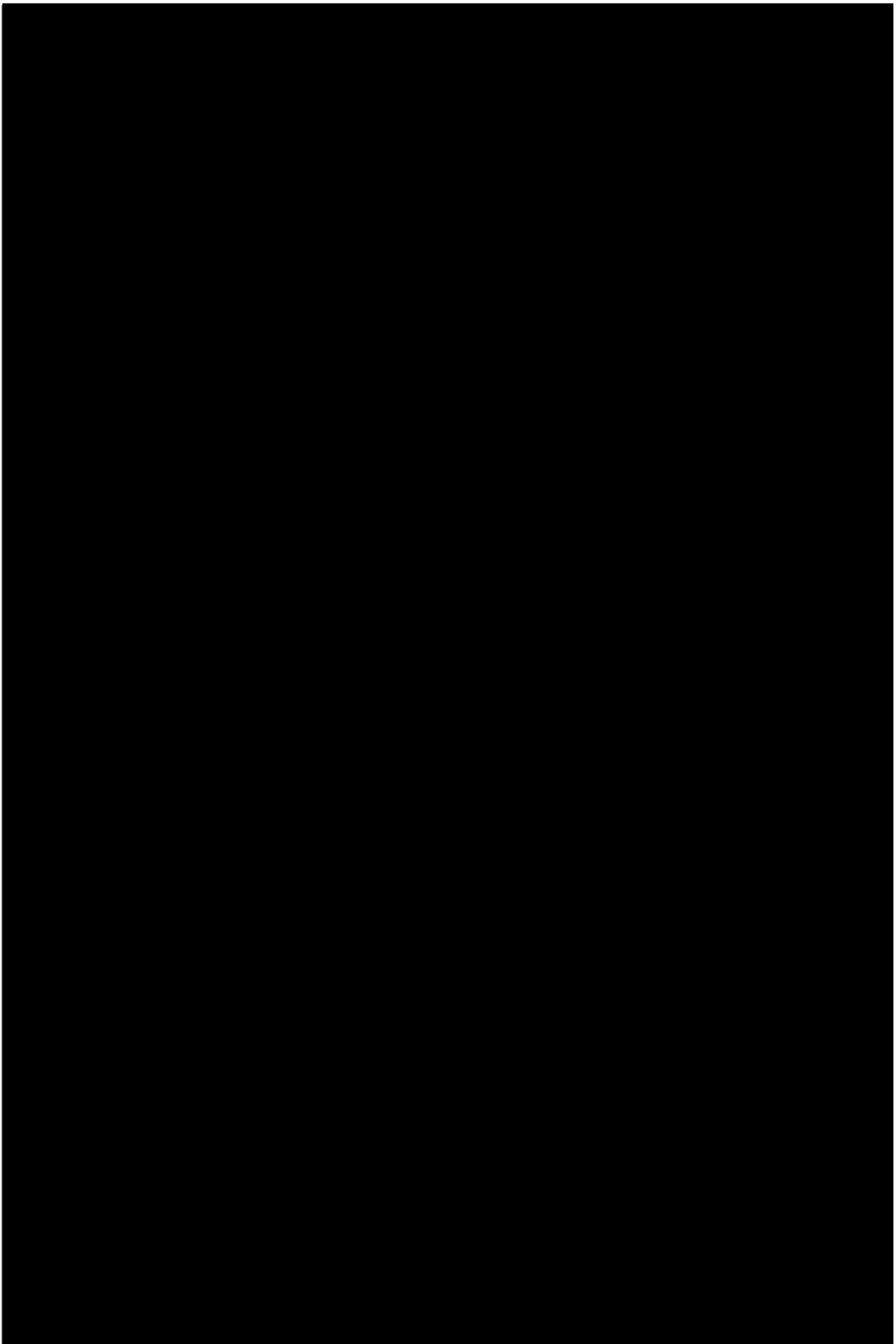
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**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09888

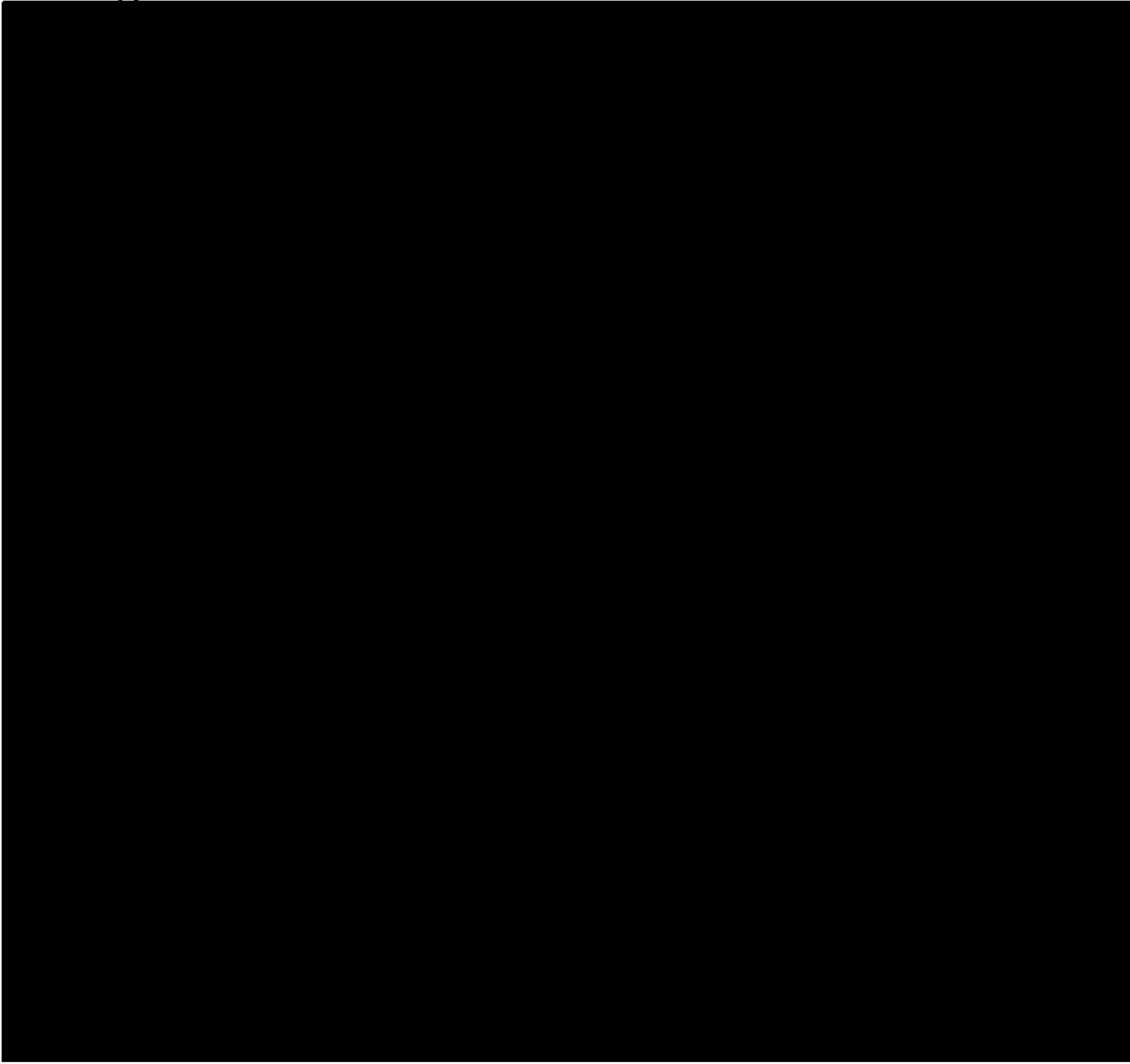
1611  
DDG 98/CO  
21 Mar 20

**From:** Commanding Officer, USS FORREST SHERMAN (DDG 98)

**To:** [REDACTED]

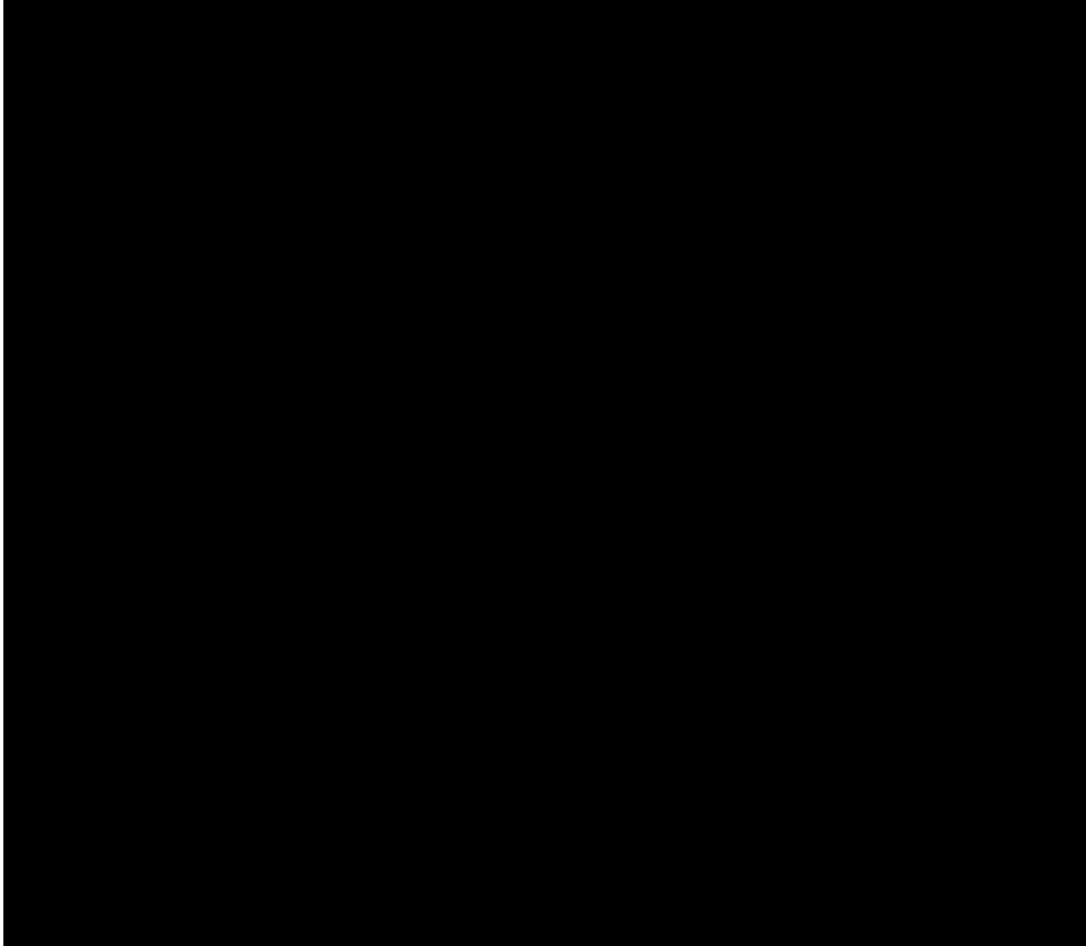
**Subj:** LETTER OF INSTRUCTION

**Ref:** (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105  
(c) SORM

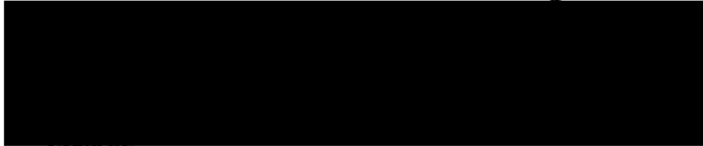


Enclosure (3)

**Subj: LETTER OF INSTRUCTION**



**F. J. AZZARELLO**



**Copy to:  
Executive Officer**



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

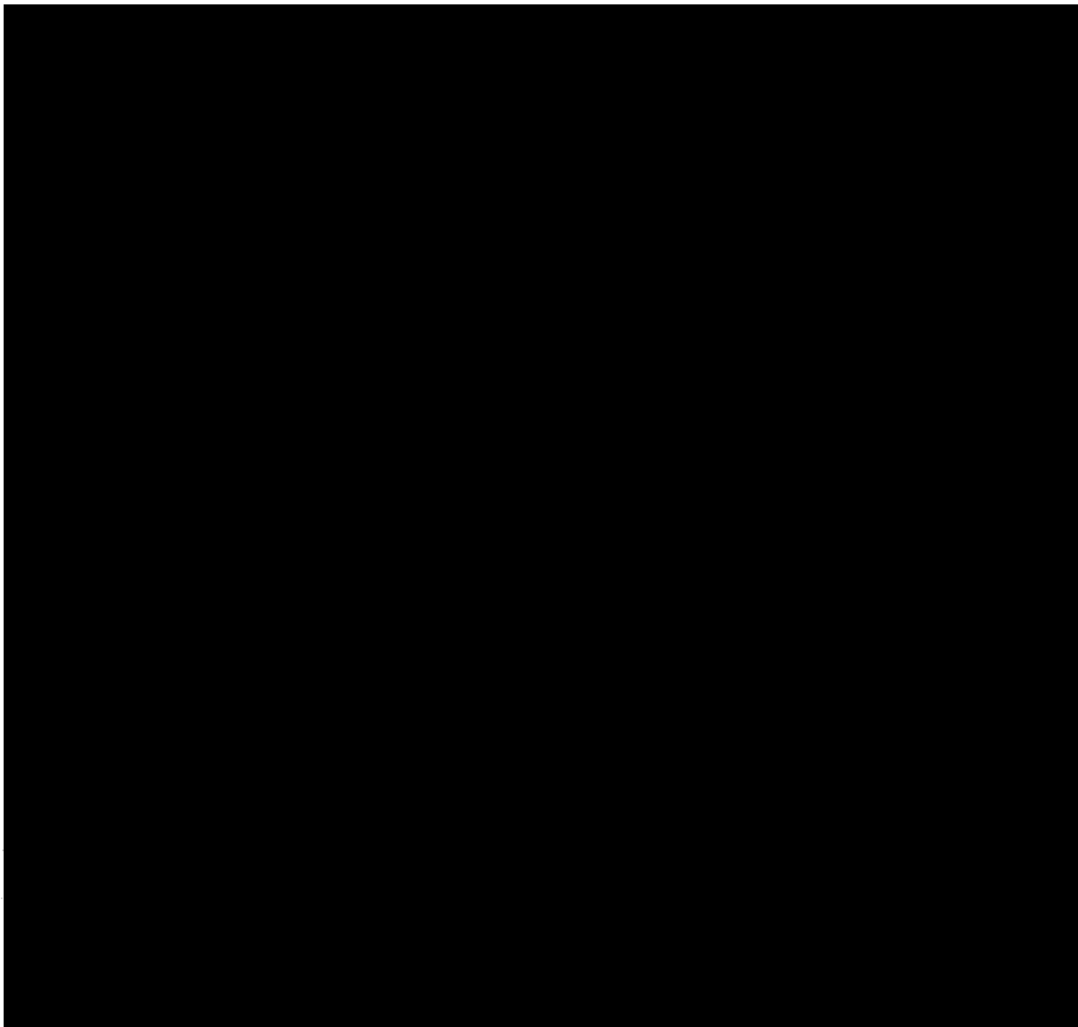
1611  
DDG 98 CO  
12 Apr 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

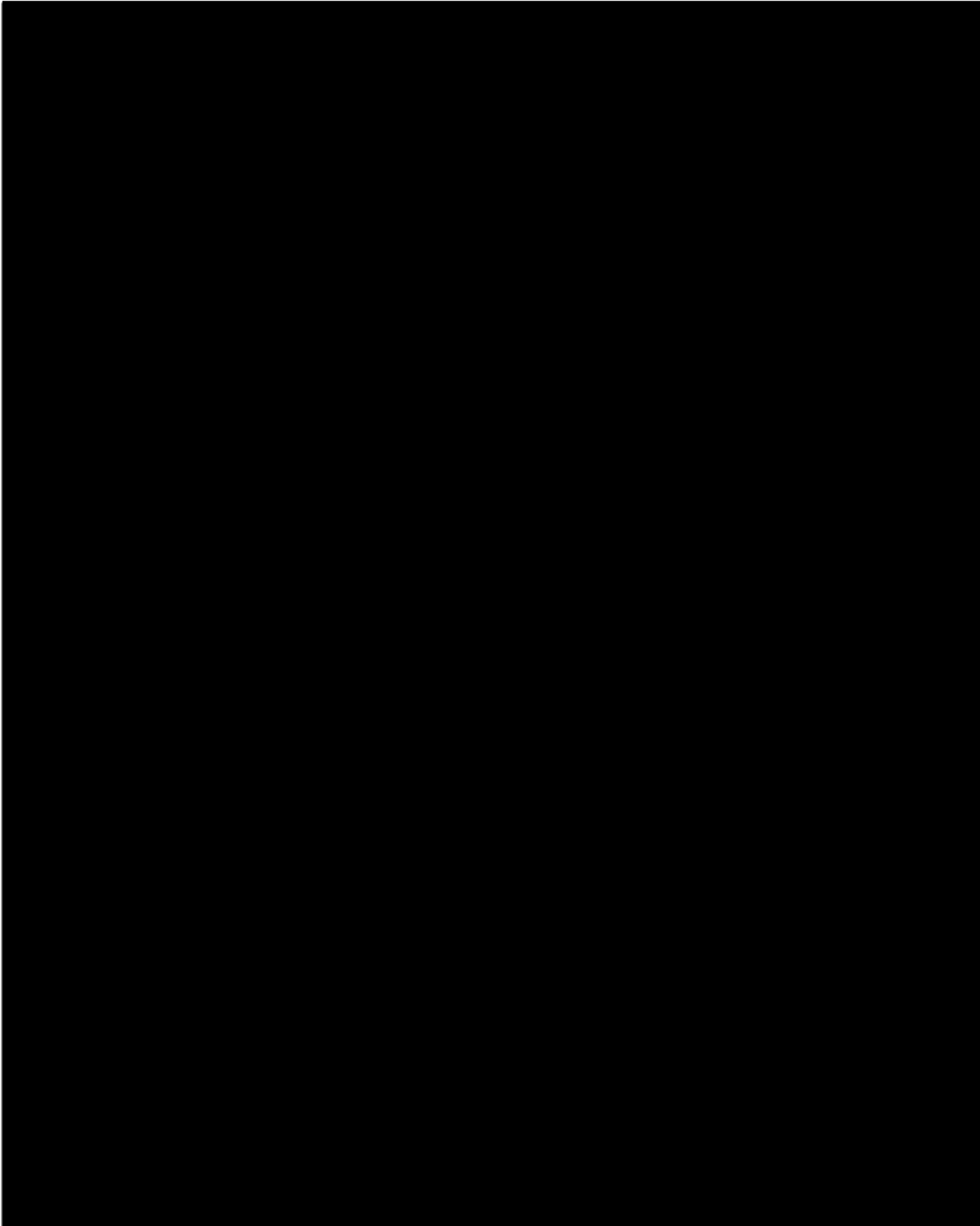
Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105



Enclosure (4)

Subj: LETTER OF INSTRUCTION



Subj: LETTER OF INSTRUCTION

[REDACTED]

[REDACTED]

~~RAZZARELLO~~

[REDACTED]

Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09589

1611  
DDG 98/CO  
11 May 20

**From:** Commanding Officer, USS FORREST SHERMAN (DDG 98)

**To:** [REDACTED]

**Subj:** LETTER OF INSTRUCTION

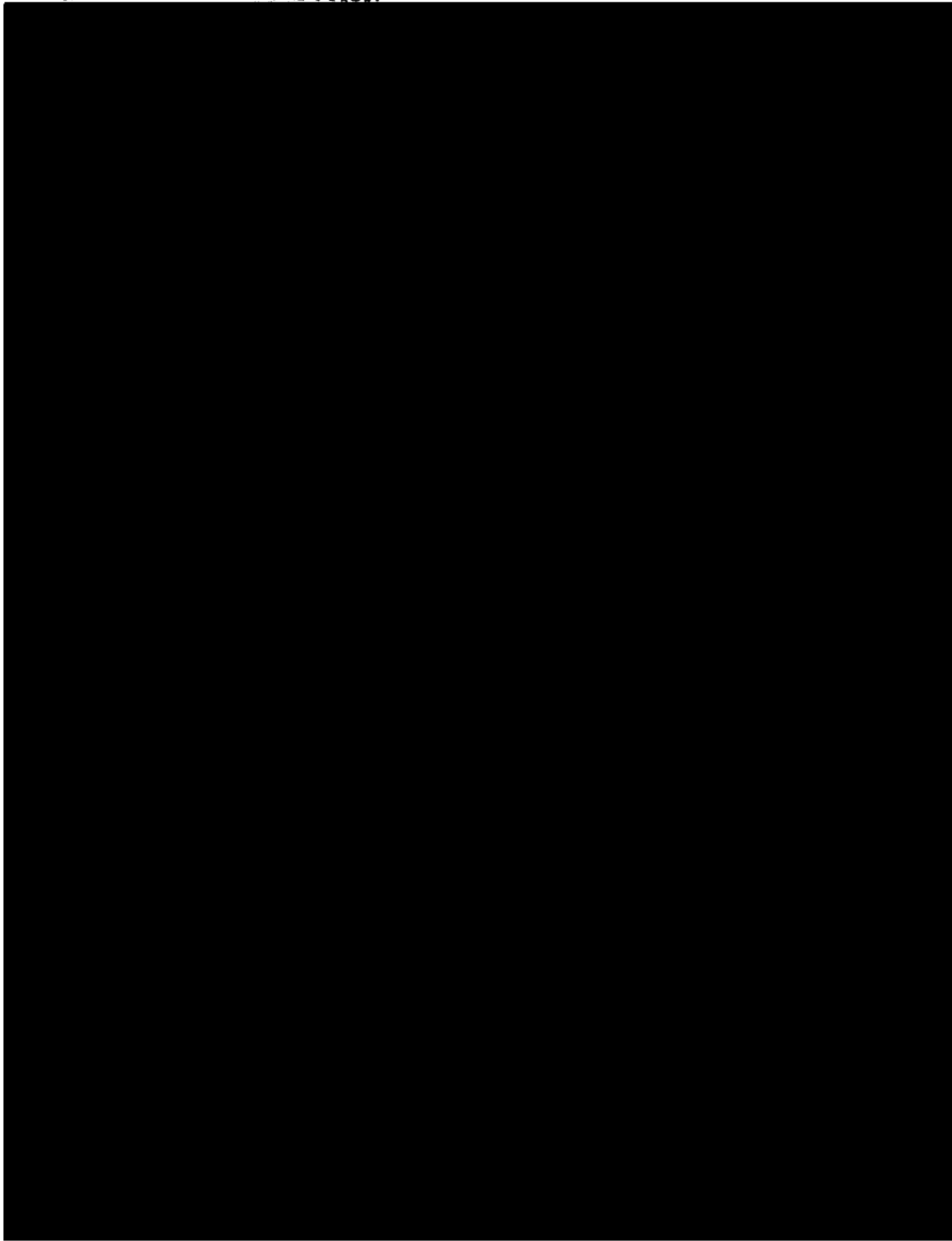
**Ref:** (a) MILPERSMAN 1611-010  
(b) JAGMAN 0105



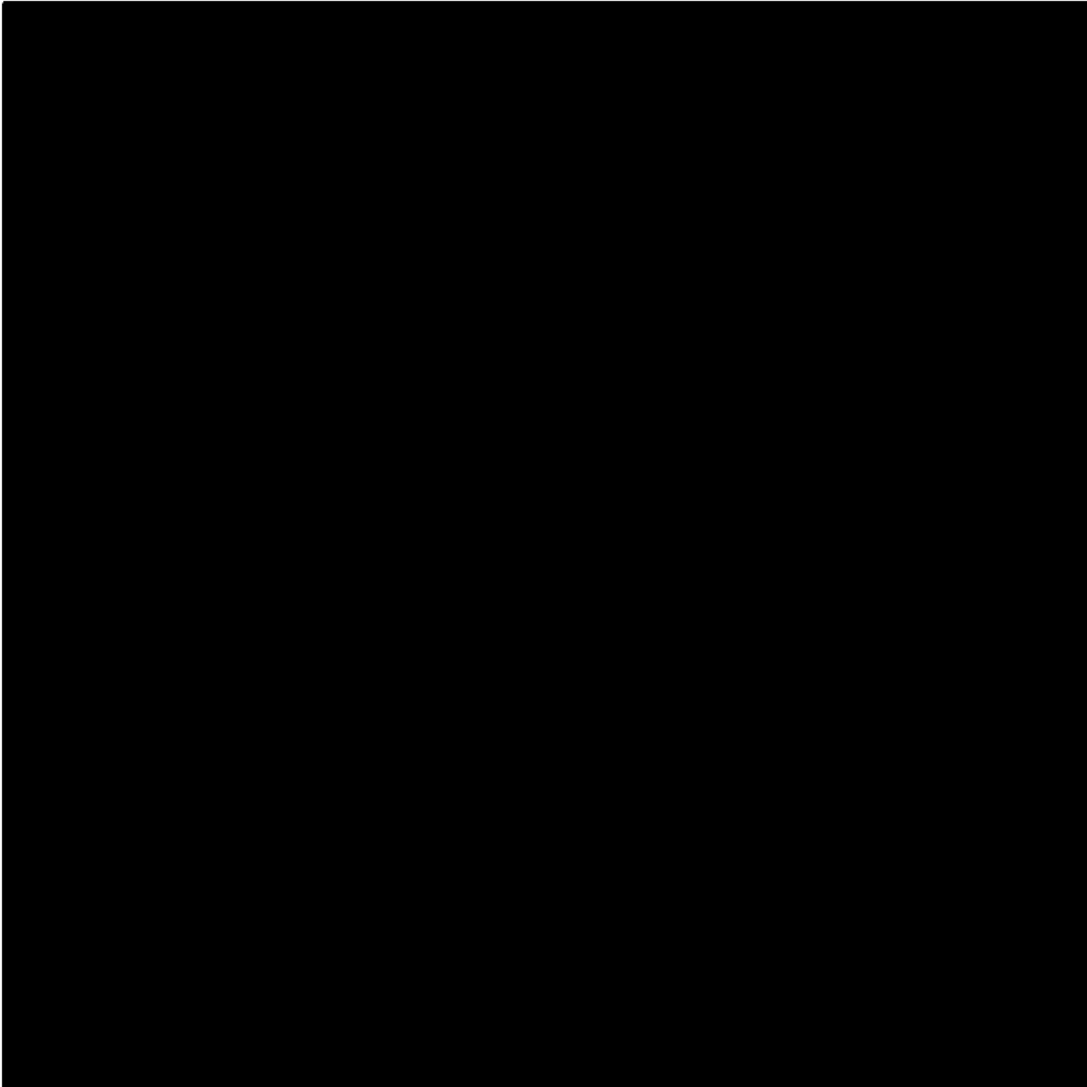
Enclosure (5)



Subj: LETTER OF INSTRUCTION



**Subj: LETTER OF INSTRUCTION**



**G. J. ZARELLO**



**Copy to:  
Executive Officer**

[Redacted]

**From:** Bridges, Damon D CDR USN, DDG98 [Redacted]  
**Sent:** Monday, December 7, 2020 3:55 PM  
**To:** Zenner, Todd C CAPT USN CDS-28 (USA)  
**Subject:** LIMDU  
**Attachments:** NUS 013A SRB.txt; SRB 032A (FINAL).txt

Sir,

The following officers were detached and placed on LIMDU for mental health related stress and suicidal related behavior. SITREPs attached,

[Redacted]

V/r

Damon

CDR Damon Bridges  
Executive Officer  
USS FORREST SHERMAN (DDG-98)

[Redacted]

"RELENTLESS FIGHTING SPIRIT!"

## Interview Summary of CDR Frank Azzarello

Summary of 12 Jan 21 Interview: I conducted an interview of CDR Azzarello in the CDS 28 Conference Room. CDR Azzarello had [REDACTED] present and his civilian attorney, [REDACTED] participated via speaker phone. [REDACTED] attended as well and began by administering Article 31b rights (attached) prior to my questioning.

I began by asking CDR Azzarello about the alleged racial remark he made about CMC Nelson-Williams. CDR Azzarello recalled his birthday event on deployment, noting that he asked CMC not to do anything but that she called him to a meeting. He did not recall making a remark or ever using the words "nappy ass wig." He did indicate that he talked routinely with CMC to include some banter and in fact had recently complimented her hair.

I also asked CDR Azzarello about an alleged comment made to his DCA. I asked if he ever made comments to any of his female officers about the size of their coveralls or bulwarks. He didn't recall making any comments except for giving the DCA a hard time about keeping her coveralls bloused. He said she looked unkempt as she was a petite officer. Additionally, I asked CDR Azzarello if he ever made comments about any of his female officers' voices. He did not recall making any comments about voices.

Regarding an alleged assault on USS Vella Gulf, I asked CDR Azzarello if he remembered [REDACTED] and he noted that he did remember him, specifically noting that he had mentored him on occasion and that [REDACTED] didn't really want to be a SWO. I asked if he recalled any incidents with [REDACTED] over maintenance preparations and then asked him about allegedly poking him in the collarbone area. CDR Azzarello said he did not recall any one-on-one conversations with [REDACTED] or issues with maintenance preparations.

I then asked CDR Azzarello if he recalled an issue with beer inventory towards the end of deployment while in C2F. He didn't specifically recall the issue. I asked if he recalled [REDACTED] briefing him on a deficiency and he did not. I asked if he recalled how the beer shortage was solved or who worked it for him and he did not. He later (after the interview concluded) provided amplification directly and via his attorney [REDACTED] that he believed the Supply Officer and CMC worked the issue out.

I asked CDR Azzarello about [REDACTED] arrival and quick departure. CDR Azzarello noted that [REDACTED] showed up to TPU without a proper sea duty screening and then arrived in Aqaba, Jordan late at night. On that first night, CDR Azzarello indicated that [REDACTED] told the IDC he thought "he was going to die" due to mobility issues. CDR Azzarello told [REDACTED] to stay on the O-2 level and then talked to the TRUMAN Senior Medical Officer (SMO) and CDRE Couture about the issue. CDR Azzarello noted that [REDACTED] violated his order to stay on the O-2 level, addressing him on the bridgewing when he found him there. CDR Azzarello indicated that he had a detailed MFR and emails outlining his actions, which he provided.

I then asked CDR Azzarello what his general tripping points for handling issues with letters of instructions (LOIs) vice other counseling means. He noted that violations of standing orders and improper contact reporting were examples. When asked, he indicated that LOIs were generally drafted by a department head of the senior watch officer, routed through the XO to him. He typically gave them to the member with the XO present and sometimes included the department head. When asked if he would verbally indicate during LOI delivery that this could result in the officer being detached/fired, he noted that typically would not happen on the first LOI but that it depended on the situation. He noted that the LOIs usually had that in writing. He said that he did sometimes require officers to utilize a mentor log as part of LOI corrective actions. When asked about assigning the CMC to provide mentorship to officers, he noted that he had used that on occasion to include for [REDACTED]. When asked why he did that for her, he said he was looking for a senior female mentor. I asked him why it needed to be a female and if there were gender-related issues and he said there was no real reason for it to be a female.

With respect to qualification management, CDR Azzarello recalled removing qualifications and then assignment members under instruction watches. He recalled an example for which the DCA's EOW qualification was removed for improper operation of a valve and also mentioned removing qualifications for members following an issue with an HPU being secured prior to getting underway from anchorage. He also recalled an incident in which watch standers closed an oiler inside the range he had ordered. I asked what watch standers had to do get regain qualifications, asking if the qualification return was based purely on watch standing improvement and he noted that he took "all circumstances into account." He did not recall returning qualifications to [REDACTED] after a successful Yorktown visit vice a watch standing upgrade. He also noted using LOIs on a few occasions to formally document positive improvement and the return of qualifications.

I noted that there seemed to be a very high number of LOIs issued during his tour, well beyond normal, and asked him what drove that. He indicated that he had a very short four-hour turnover with the previous CO, immediately got underway, faced multiple gaps within the wardroom, and that there were numerous division officers not qualified and unwilling to maneuver the ship without permission based on requirements from his predecessor. He also recalled a conversation prior to taking command with the CNO and a few other future commanders during which the CNO reiterated that the CO was uniquely responsible and accountable for results on a ship. CDR Azzarello indicated that he was the CO of USS Firebolt when his ship was first to respond on station after USS Porter's collision and that during his year as the OIC of BDOC, he was involved in USS Fitzgerald and USS McCain discussions. He was also involved in the USS Jason Dunham investigation for a small boat incident. He noted that his top snipe was gapped, his department heads were generally not strong with the EMO filling in for gapped PTO. In short, it was clear that he believed his situation was challenging and that he needed to take action to keep the ship safe.

I then asked CDR Azzarello to review the DoD definitions for harassment and bullying and whether he believed any of his behaviors met those definitions. He did not believe so. I asked if

he had used the terms "idiot" or "retard" toward crew members. Based on his response, I asked [REDACTED] to further advise CDR Azzarello of his rights with respect to being suspected of making a false official statement in violation of Article 107 (a MFR is attached to document that). After a short break to confer with his attorneys, CDR Azzarello said he desired to continue with the interview. He noted that he called his own sons "retards." He noted several instances of giving officers a hard time in a joking manner – e.g., [REDACTED] was anchor man at USNA, couldn't do math, and got sea sick; [REDACTED] made a report "Fosset Sherman" that sounded like it was in a German accent. CDR Azzarello admitted that he called [REDACTED] a "son of a bitch" and that he mentioned it to the XO. He could not remember if he apologized to [REDACTED] and he was not sure what set him off. When asked for a list of his top three division officers, he include [REDACTED] both of whom alleged that he called them names. He could not recall those instances but through prompting/discussion with his counsel noted that if they occurred they would have been in a joking manner with no intent to demean. When asked about other alleged instances he did not recall them. [REDACTED] alleged that CDR Azzarello called him a "little piss pot," which CDR Azzarello denied during the interview. CDR Azzarello also did not recall an allegation of repetitively needling [REDACTED] for using "Roger that" by which CDR Azzarello would address [REDACTED] with "Roger that" each time he saw him.

At the conclusion of the interview, I asked if CDR Azzarello had anything to add. After a break to consult with his lawyers, CDR Azzarello addressed the high volume of LOIs he had issued noting that his CO, CAPT Oberley, used that technique during his XO tour and that he was concerned about making sure performance issues were documents without having a strong cast while he tried to get the ship to succeed.

He also indicated that the previous CO, CDR O'Loughlin, and told him via email that [REDACTED] could not run her department, he'd left her at RSCA for a reason, and regretted letting her fleet-up to PTO. CDR Azzarello also noted speaking to then Commodore Couture as well as the former CO about the issue to include withholding her command recommendation and not allowing her to fleet-up. CDR Azzarello also noted that the previous CO shared concerns regarding [REDACTED] maturity. He provided emails that confirmed those points. CDR Azzarello also provide an email he sent to department heads on his leadership expectations on the ship.

Per my request following the interview, CDR Azzarello provided copies of all the LOIs he has issued (except for the ones already included in the three non-attain and one DFC packages that were already provided by the ship.)

Additionally, he provided the following follow-up to questions (included verbatim) in an email:  
"-The Beer issue with [REDACTED] I still don't recall the entire issue but I believe my SUPPO and/or CMC solved the problem.

-The qual for [REDACTED] I observed as a U/I from the removal on 20 May 20 until we returned to home port on 5 June and again on 19 Jun for our return transit from Yorktown. We

went on stand down after that until 14 Jul and I reinstated him sometime then after that based on his performance, but I do not know what date.”

12 January 2021

**MEMO FOR RECORD**

FROM: Staff Judge Advocate, Carrier Strike Group EIGHT

SUBJ: CDR AZZARELLO READVICEMENT OF RIGHTS FOR ART. 107

1. On 12 January 2021, CDR Azzarello was interviewed as part of a command investigation into allegations against him deriving from an inspector general's complaint. Prior to the interview, he was advised of his rights which included informing him he was suspected of violating UCMJ Articles 92, 93, 108a, 128, and 133. His military counsel was present in-person and his civilian attorney was present via phone. He acknowledged his rights and waived his right to remain silent to participate in the interview.

2. During the interview, the Investigating Officer inquired into CDR Azzarello's use of terms such as "idiot" and "retard" towards members of his crew. His response suggested to the Investigating Officer he may have relayed false information. As a result, the Investigating Officer suspected he possibly made a false official statement in violation of UCMJ Article 107 and desired to question him further about it. Prior to asking any follow-on questions or eliciting more information, CDR Azzarello was informed of the suspected offense and re-advised of his rights. He took a short break to confer with his attorneys. After this break, he was asked if he desired to continue with the interview. CDR Azzarello and his attorneys answered affirmatively. The interview thereafter continued.

3. Parties present for this interview: CAPT Todd Zenner, USN (Investigating Officer); CDR Frank Azzarello, USN (Subject/Accused); [REDACTED]

4. Point of contact for this memo: [REDACTED] CSG-8 Staff Judge Advocate,  
[REDACTED]



**ARTICLE 31(b) RIGHTS ACKNOWLEDGEMENT**

Name: CDR Frank Azzarello, USN  
Commanding Officer  
USS FORREST SHERMAN (DDG 109)

I have been advised that I may be suspected of the following offenses:

V/UCMJ ARTICLE 92 (Violation of or failure to obey general order or regulation)

V/UCMJ ARTICLE 93 (Cruelty and maltreatment)

V/UCMJ ARTICLE 108a (Captured or abandoned property)

V/UCMJ ARTICLE 128 (Assault upon a commissioned officer)

V/UCMJ ARTICLE 133 (Conduct unbecoming an officer and a gentleman)

and that:

I have the right to remain silent.

Any statements I do make may be used as evidence against me in trial by court-martial.

I have the right to consult with lawyer counsel prior to any questioning. This lawyer counsel may be a civilian lawyer retained by me at my own expense, a military lawyer appointed to act as my counsel without cost to me, or both.

I have the right to have such retained civilian lawyer and/or appointed military lawyer present during this interview.

I have the right to terminate this interview at any time.

**WAIVER OF RIGHTS**

I further certify and acknowledge that I have read the above statement of my rights and fully understand them, and that:

I expressly desire to waive my right to remain silent.

I expressly desire to make a statement.

I have consulted with a civilian lawyer and a military lawyer prior to questioning, and expressly desire to continue with making a statement.

I expressly desire to have such lawyers present with me under the below circumstances during this interview.

██████████ Civilian Lawyer (Mr. Timothy C. Parlatore, Esq.) to be present via phone.

██████████ Military Lawyer (LT Justin E. Bass, JAGC, USN) to be present in-person.

This acknowledgment and waiver of rights is made freely and voluntarily by me, and without any promises or threats having been made to me or pressure or coercion of any kind having been used against me.

I further understand that, even though I initially waive my rights to have my civilian lawyer present in-person and to remain silent, I may, during the interview, assert my rights to have my civilian lawyer present in-person and/or to remain silent, thereby terminating the interview.

**PRIOR STATEMENTS**

Your previous statements may or may not be admissible at courts-martial and usable against you. Regardless of the fact that you have talked about anything related to these offenses before, you still have the right to remain silent now.

██████████

████████████████████  
Member signature                      Date



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
FPO AE 09569-1214

1412  
Ser DDG 98/ CO  
09 Jan 2020

MEMORANDUM FOR THE RECORD

Subj: REPORTING CONDITION ICO [REDACTED]

[REDACTED]

E. J. AZZARELLO

**Azzarello, Frank J CDR USN, DDG98**

---

**From:** Couture, Jennifer S. CAPT (DESRON) [REDACTED]  
**Sent:** Thursday, January 2, 2020 3:30 AM  
**To:** Azzarello, Frank CDR USN, DDG98  
**Subject:** RE: LT J.M.  
**Signed By:** [REDACTED]

Thanks, Frank. I think it would be best for you to transfer him to the supply ship during your next RAS FFT ashore. Your schedule after your next RAS is uncertain.

Vr/Jennifer

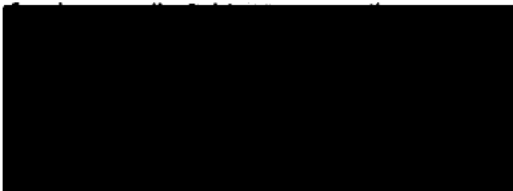
-----Original Message-----

**From:** Azzarello, Frank CDR USN, DDG98 [REDACTED]  
**Sent:** Thursday, January 2, 2020 6:06 AM  
**To:** Couture, Jennifer S. CAPT (DESRON) [REDACTED]  
**Subject:** FW: LT J.M.

CDRE,  
From SMO. Looking to move him via Helo through DJI after our BAM-S transit.

V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)



"RELENTLESS FIGHTING SPIRIT!"

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Thursday, January 02, 2020 6:00 AM  
**To:** Azzarello, Frank CDR USN, DDG98  
**Subject:** FW: LT J.M.

Sir,

Please see the email below from [REDACTED]

V/R,

HM1

-----Original Message-----

From: [REDACTED] (CVN75 MEDICAL/SMO)

Sent: Thursday, January 02, 2020 5:53 AM

To: [REDACTED]

Cc: [REDACTED]

Subject: LT J.M.

[REDACTED]

[REDACTED]



V/R,  
SMO



**Azzarello, Frank J CDR USN, DDG98**

---

**From:** Couture, Jennifer S. CAPT (DESRON) [REDACTED]  
**Sent:** Wednesday, January 1, 2020 7:08 AM  
**To:** Azzarello, Frank CDR USN, DDG98  
**Cc:** Kenny, James CAPT (DESRON); Bridges, Damon CDR USN, DDG98  
**Subject:** RE: FSH P-OPS  
**Signed By:** [REDACTED]

Frank,

Please do consult with HST SMO. She and I can talk further once she has had an opportunity to review his record, talk to your IDC, and perhaps with the member.

Before you send him home, I think I would like her to see him here in person - depending on what SMO says.

Vr/Jennifer

-----Original Message-----

**From:** Azzarello, Frank CDR USN, DDG98 [REDACTED]  
**Sent:** Tuesday, December 31, 2019 12:42 PM  
**To:** Couture, Jennifer S. CAPT (DESRON) [REDACTED]  
**Cc:** Kenny, James CAPT (DESRON) [REDACTED]; Bridges, Damon CDR USN, DDG98 [REDACTED]  
**Subject:** FSH P-OPS

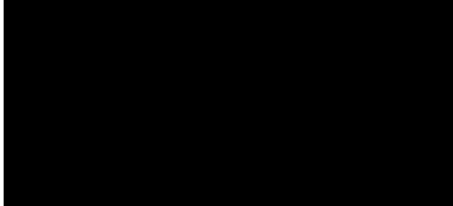
CDRE,

[REDACTED]



V/R  
Frank

CDR Frank Azzarelo  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)



"RELENTLESS FIGHTING SPIRIT!"

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**Azzarello, Frank J CDR USN, DDG98**

---

**From:** LaBenz, Timothy D CAPT USN CHNAVPERS MIL TN (USA) [REDACTED]  
**Sent:** Friday, February 21, 2020 9:27 AM  
**To:** Azzarello, Frank CDR USN, DDG98  
**Subject:** RE: FORREST SHERMAN OPS-[REDACTED]  
**Signed By:** [REDACTED]

Thanks for the update Frank. Your update is the most recent info we have.  
He'll still remain on the valid LIMDU orders that PERS 45 sent out earlier.

I did not receive your previous (undeliverable) email.

Vr,  
[REDACTED]

[REDACTED]

We're always looking to improve. Please take a minute and let us know how  
your interaction with PERS-41 went today.  
<https://surveys.max.gov/index.php/454228>

-----Original Message-----

**From:** Azzarello, Frank CDR USN, DDG98 [REDACTED]  
**Sent:** Thursday, February 20, 2020 5:48 PM  
**To:** [REDACTED]  
**Subject:** RE: FORREST SHERMAN OPS-[REDACTED]

[REDACTED]

Standing by for any questions.



V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)

[REDACTED]

"RELENTLESS FIGHTING SPIRIT!"

-----Original Message-----

From: Azzarello, Frank CDR USN, DDG98  
Sent: Friday, February 07, 2020 1:50 PM  
To: [REDACTED]  
Subject: RE: FORREST SHERMAN OPS [REDACTED]

Sir,

[REDACTED]

Thank you,  
V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)

[REDACTED]

"RELENTLESS FIGHTING SPIRIT!"

-----Original Message-----

[REDACTED]

Sent: Monday, February 03, 2020 8:35 PM  
To: Azzarello, Frank CDR USN, DDG98  
Subject: RE: FORREST SHERMAN OPS- [REDACTED]

[REDACTED]

Vr

[REDACTED]

Sent with BlackBerry Work  
(www.blackberry.com)

From: Azzarello, Frank CDR USN, DDG98

[REDACTED]

Date: Tuesday, Feb 04, 2020, 3:02 AM

[REDACTED]

Subject: RE: FORREST SHERMAN OPS- [REDACTED]

Sir,

[REDACTED]

On a positive note the new OPS, [REDACTED] and new PTO, [REDACTED] have been killing it in the short time they have been here. New CHENG, [REDACTED] is also doing well, just trying to get his feet under him. So, I'm sure you don't hear it much, but thank you very much for all of them.

V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)

[REDACTED]

"RELENTLESS FIGHTING SPIRIT!"

Original Message

Sent: Thursday, January 09, 2020 2:08 PM  
To: Azzarello, Frank CDR USN, DDG98  
Subject: RE: FORREST SHERMAN OPS-

Thanks Frank. It's unfortunate things turned out this way.

We are working COAs right now.

[REDACTED]

[REDACTED]

We're always looking to improve. Please take a minute and let us know how your interaction with PERS-41 went today.  
[https://surveys.max.noclick\\_noclick\\_gov/index.php/454228](https://surveys.max.noclick_noclick_gov/index.php/454228)

-----Original Message-----

From: Azzarello, Frank CDR USN, DDG98  
Sent: Wednesday, January 8, 2020 11:12 PM

Subject: RE: FORREST SHERMAN OPS-

Sir,

Thanks for the background. He has some credibility issues with me and to be honest, I don't want him back.

I have not been able to get him off due to the current state of things in the AOR, but he should be departing in the next week.

We will let you know, when he is CONUS.

Thank you,  
V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)

[REDACTED]

"RELENTLESS FIGHTING SPIRIT!"

-----Original Message-----

[REDACTED]

Sent: Wednesday, January 08, 2020 7:14 PM  
To: Azzarello, Frank CDR USN, DDG98  
Subject: RE: FORREST SHERMAN OPS- [REDACTED]

Frank,  
Sorry for the delay as I am just getting back (today) from leave. Happy New Year to you and the crew. Saw the news with your POTUS VTC. Very nice. I was in your shoes two years ago doing the same thing in the Gulf of Aden. Pretty memorable engagement.

[REDACTED]

Please let me know when he gets sent off-ship. We'll look at a backup COAs/reslate for a P-OPS.

[REDACTED]

[REDACTED]

We're always looking to improve. Please take a minute and let us know how your interaction with PERS-41 went today.  
[https://surveys.max.noclick\\_noclick\\_noclick\\_gov/index.php/454228](https://surveys.max.noclick_noclick_noclick_gov/index.php/454228)

-----Original Message-----

From: Azzarello, Frank CDR USN, DDG98 [REDACTED]

Sent: Friday, January 3, 2020 12:17 AM

[REDACTED]  
Subject: FORREST SHERMAN OPS [REDACTED]

CAPT,  
Good morning and Happy New Year.

[REDACTED]

Any insight is greatly appreciated.

Thanks you,  
V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)

[REDACTED]



"RELENTLESS FIGHTING SPIRIT!"

[REDACTED]

---

**From:** Frank Azzarello [REDACTED]  
**Sent:** Wednesday, January 13, 2021 6:19 PM  
**To:** Zenner, Todd C CAPT USN CDS-28 (USA)  
**Subject:** [Non-DoD Source] LOIs 1 of 2  
**Attachments:** DH.pdf; Email with CDRE.pdf; Leadership Expectations Email.pdf

DCOM,

I apologize I had multiple technical difficulties in getting these off. There will be multiple emails.

There should be 31 LOI's plus the ones you have seen in the Non-attian and DFC package.

Follow up from the questions yesterday:

- The Beer issue with [REDACTED] I still don't recall the entire issue but I believe my SUPPO and/or CMC solved the problem.
- The qual for [REDACTED] I observed as a U/I from the removal on 20 May 20 until we returned to home port on 5 June and again on 19 Jun for our return transit from Yorktown. We went on stand down after that until 14 Jul and I reinstated him sometime then after that based on his performance, but I do not know what date.

Also attached are 2 emails concerning [REDACTED] I told CDRE Couture that XO and CMC were both mentoring her. The other email is the previous COs comments on her and other Officers. I have also attached an email I sent to all the DH and DLCPO on daily expectations as communications/responsibilities at the DH/DIVO/CPO level continued to be an issue. I have started to give new check-in Officers and CPOs a version of this.

V/R  
Frank

**Azzarello, Frank J CDR USN, DDG98**

---

**From:** Couture, Jennifer S. CAPT (DESRON) [REDACTED]  
**Sent:** Thursday, January 2, 2020 3:30 AM  
**To:** Azzarello, Frank CDR USN, DDG98  
**Subject:** RE: LT [REDACTED]  
**Signed By:** [REDACTED]

Thanks, Frank. I think it would be best for you to transfer him to the supply ship during your next RAS FFT ashore. Your schedule after your next RAS is uncertain.

Vr/Jennifer

-----Original Message-----

**From:** Azzarello, Frank CDR USN, DDG98 [REDACTED]  
**Sent:** Thursday, January 2, 2020 6:06 AM  
**To:** Couture, Jennifer S. CAPT (DESRON) [REDACTED]  
**Subject:** FW: [REDACTED]

CDRE,  
From SMO. Looking to move him via Helo through DJI after our BAM-S transit.

V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)

[REDACTED]

"RELENTLESS FIGHTING SPIRIT!"

-----Original Message-----

**From:** Troy, Daniel HM1 USN, DDG 98  
**Sent:** Thursday, January 02, 2020 6:00 AM  
**To:** Azzarello, Frank CDR USN, DDG98  
**Subject:** FW: LT [REDACTED]

Sir,

Please see the email below from [REDACTED]

V/R,



HM1

-----Original Message-----

[REDACTED]  
Sent: Thursday, January 02, 2020 5:53 AM

[REDACTED]  
Subject: LT [REDACTED]

[REDACTED]

[REDACTED]



V/R,  
SMO

**Azzarello, Frank J CDR USN, DDG98**

---

**From:** Couture, Jennifer S. CAPT (DESRON) [REDACTED]  
**Sent:** Wednesday, January 1, 2020 7:08 AM  
**To:** Azzarello, Frank CDR USN, DDG98  
**Cc:** Kenny, James CAPT (DESRON); Bridges, Damon CDR USN, DDG98  
**Subject:** RE: FSH P-OPS  
**Signed By:** [REDACTED]

Frank,

Please do consult with HST SMO. She and I can talk further once she has had an opportunity to review his record, talk to your IDC, and perhaps with the member.

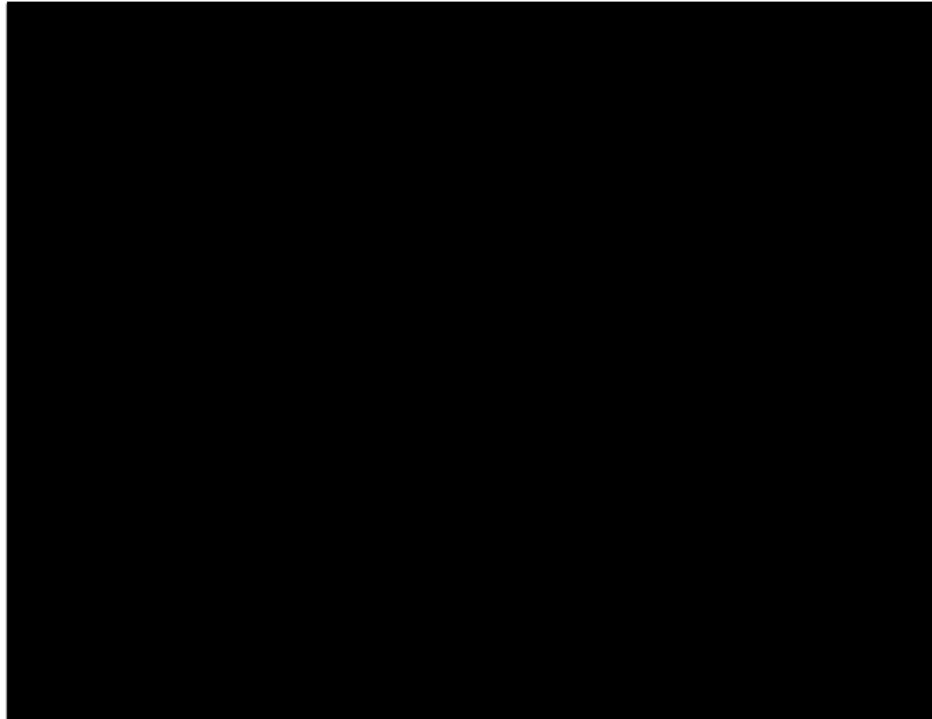
Before you send him home, I think I would like her to see him here in person - depending on what SMO says.

Vr/Jennifer

-----Original Message-----

**From:** Azzarello, Frank CDR USN, DDG98 [REDACTED]  
**Sent:** Tuesday, December 31, 2019 12:42 PM  
**To:** Couture, Jennifer S. CAPT (DESRON) [REDACTED]  
**Cc:** Kenny, James CAPT (DESRON) [REDACTED]; Bridges, Damon CDR USN, DDG98 [REDACTED]  
**Subject:** FSH P-OPS

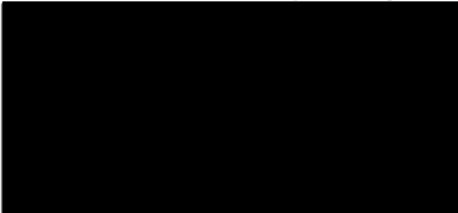
CDRE,





V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)



"RELENTLESS FIGHTING SPIRIT!"

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**Azzarello, Frank J CDR USN, DDG98**

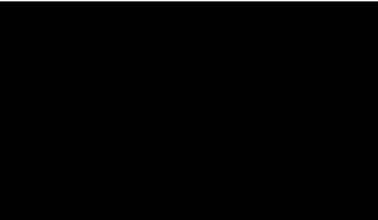
---

**From:** [REDACTED]  
**Sent:** Friday, February 21, 2020 9:27 AM  
**To:** Azzarello, Frank CDR USN, DDG98  
**Subject:** RE: FORREST SHERMAN OPS [REDACTED]  
**Signed By:** [REDACTED]

Thanks for the update Frank. Your update is the most recent info we have. He'll still remain on the valid LIMDU orders that PERS 45 sent out earlier.

I did not receive your previous (undeliverable) email.

Vr,  
[REDACTED]



We're always looking to improve. Please take a minute and let us know how your interaction with PERS-41 went today.  
<https://surveys.max.gov/index.php/454228>

-----Original Message-----

**From:** Azzarello, Frank CDR USN, DDG98 [REDACTED]  
**Sent:** Thursday, February 20, 2020 5:48 PM  
[REDACTED]  
**Subject:** RE: FORREST SHERMAN OPS [REDACTED]

Sir,  
[REDACTED]

Standing by for any questions.

V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)



"RELENTLESS FIGHTING SPIRIT!"

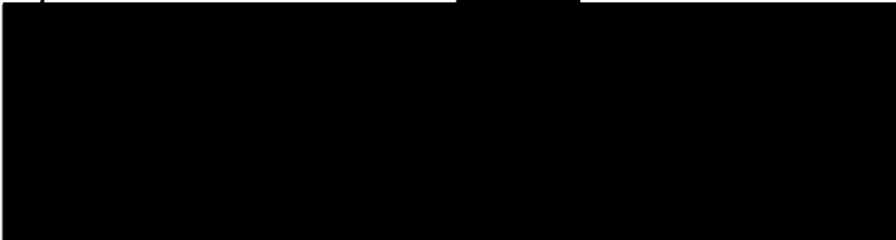
-----Original Message-----

From: Azzarello, Frank CDR USN, DDG98  
Sent: Friday, February 07, 2020 1:50 PM



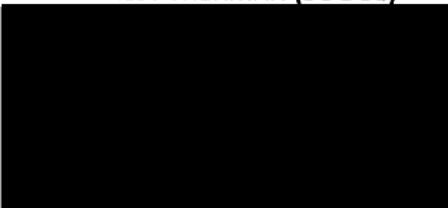
Subject: RE: FORREST SHERMAN OPS-

Sir,



Thank you,  
V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)



"RELENTLESS FIGHTING SPIRIT!"

-----Original Message-----

From: LaBenz, Timothy D CAPT USN CHNAVPERS MIL TN (USA)



Sent: Monday, February 03, 2020 8:35 PM

To: Azzarello, Frank CDR USN, DDG98

Subject: RE: FORREST SHERMAN OPS-

Thanks Frank. Currently in Japan. Will see what comes of the doctor's official Rex (LIMDU, etc) then go fwd.

Please let me know if more comes from all of this. Can move fed just yet.

[REDACTED]

Sent with BlackBerry Work  
(www.blackberry.com)

From: Azzarello, Frank CDR USN, DDG98

[REDACTED]

Date: Tuesday, Feb 04, 2020, 3:02 AM

[REDACTED]

Subject: RE: FORREST SHERMAN OPS [REDACTED]

Sir,

[REDACTED]

On a positive note the new OPS, [REDACTED] and new PTO, [REDACTED] have been killing it in the short time they have been here. New CHENG, [REDACTED] is also doing well, just trying to get his feet under him. So, I'm sure you don't hear it much, but thank you very much for all of them.

V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)

[REDACTED]

"RELENTLESS FIGHTING SPIRIT!"

-----Original Message-----

[REDACTED]  
Sent: Thursday, January 09, 2020 2:08 PM  
To: Azzarello, Frank CDR USN, DDG98  
Subject: RE: FORREST SHERMAN OPS-[REDACTED]

Thanks Frank. It's unfortunate things turned out this way.

We are working COAs right now.

[REDACTED]

[REDACTED]

We're always looking to improve. Please take a minute and let us know how your interaction with PERS-41 went today.  
[https://surveys.max.noclick\\_noclick\\_gov/index.php/454228](https://surveys.max.noclick_noclick_gov/index.php/454228)

-----Original Message-----

From: Azzarello, Frank CDR USN, DDG98 <[REDACTED]>  
Sent: Wednesday, January 8, 2020 11:12 PM

[REDACTED]  
Subject: RE: FORREST SHERMAN OPS-[REDACTED]

Sir,

Thanks for the background. He has some credibility issues with me and to be honest, I don't want him back.

I have not been able to get him off due to the current state of things in the AOR, but he should be departing in the next week.

We will let you know, when he is CONUS.

Thank you,  
V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)

[REDACTED]



[REDACTED]

"RELENTLESS FIGHTING SPIRIT!"

-----Original Message-----

[REDACTED]

Sent: Wednesday, January 08, 2020 7:14 PM

To: Azzarello, Frank CDR USN, DDG98

Subject: RE: FORREST SHERMAN OPS- [REDACTED]

Frank,

Sorry for the delay as I am just getting back (today) from leave. Happy New Year to you and the crew. Saw the news with your POTUS VTC. Very nice. I was in your shoes two years ago doing the same thing in the Gulf of Aden. Pretty memorable engagement.

[REDACTED]

Please let me know when he gets sent off-ship. We'll look at a backup COAs/reslate for a P-OPS.

[REDACTED]

[REDACTED]

We're always looking to improve. Please take a minute and let us know how your interaction with PERS-41 went today.

[https://surveys.max.noclick\\_noclick\\_noclick\\_gov/index.php/454228](https://surveys.max.noclick_noclick_noclick_gov/index.php/454228)

-----Original Message-----

From: Azzarello, Frank CDR USN, DDG98 [REDACTED]

Sent: Friday, January 3, 2020 12:17 AM

[REDACTED]  
Subject: FORREST SHERMAN OPS [REDACTED]

CAPT,  
Good morning and Happy New Year.

[REDACTED]

Any insight is greatly appreciated.

Thanks you,  
V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)  
[REDACTED]



**"RELENTLESS FIGHTING SPIRIT!"**

**Azzarello, Frank J CDR USN, DDG98**

---

**From:** Couture, Jennifer S. CAPT (DESRON) [REDACTED]  
**Sent:** Monday, November 18, 2019 11:28 AM  
**To:** Azzarello, Frank CDR USN, DDG98  
**Subject:** RE: FSH Follow Up  
**Signed By:** [REDACTED]

Thank you, Frank. Understand all. I think non-attain process is correct, but I would not expect any push-back.

Please let me know what you think about your new CSO. I am hoping you'll be getting a good DH to put some wind back in your wardroom's sails.

Vr/Jennifer

-----Original Message-----

**From:** Azzarello, Frank CDR USN, DDG98 [REDACTED]  
**Sent:** Monday, November 18, 2019 10:07 AM  
**To:** Couture, Jennifer S. CAPT (DESRON) [REDACTED]  
**Subject:** RE: FSH Follow Up

CDRE,

Good morning. To follow up on these 2 officers:

[REDACTED] will be transferring in the next 3 weeks to ANZIO as OPS. [REDACTED] stated to me that he does not want to be a SWO for various reason and is drafting a request not to be a SWO. I was planning to non-attaining him this week with a final LOI for additional failures I discovered from when he was ORDO that have come to light. I have engaged PERS to determine if SWO non-attainment is the correct COA or if other procedures I used while at BDOC to send officers to POCR boards is applicable. I think SWO Non-attain is the correct, but since he is quitting, I was hoping to make it easier.

I will let you know the outcome.

V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)

[REDACTED]

"RELENTLESS FIGHTING SPIRIT!"

-----Original Message-----

From: Couture, Jennifer S. CAPT (DESRON)

Sent: Friday, October 18, 2019 10:51 PM

To: Azzarello, Frank J CDR USN

Subject: RE: FSH Follow Up

Frank, anytime between 0900 - 1600 Norfolk time would be fine.

Vr/Jennifer

Sent with BlackBerry Work  
(www.blackberry.com)

From: Azzarello, Frank J CDR USN

Date: Friday, Oct 18, 2019, 12:43 PM

To: Couture, Jennifer S. CAPT (DESRON)

Subject: RE: FSH Follow Up

CDRE,

Is there a good time to call you tomorrow?

V/R

Frank

CDR Frank Azzarello

Commanding Officer

USS FORREST SHERMAN (DDG 98)

"RELENTLESS FIGHTING SPIRIT!"

-----Original Message-----

From: Couture, Jennifer S. CAPT (DESRON)

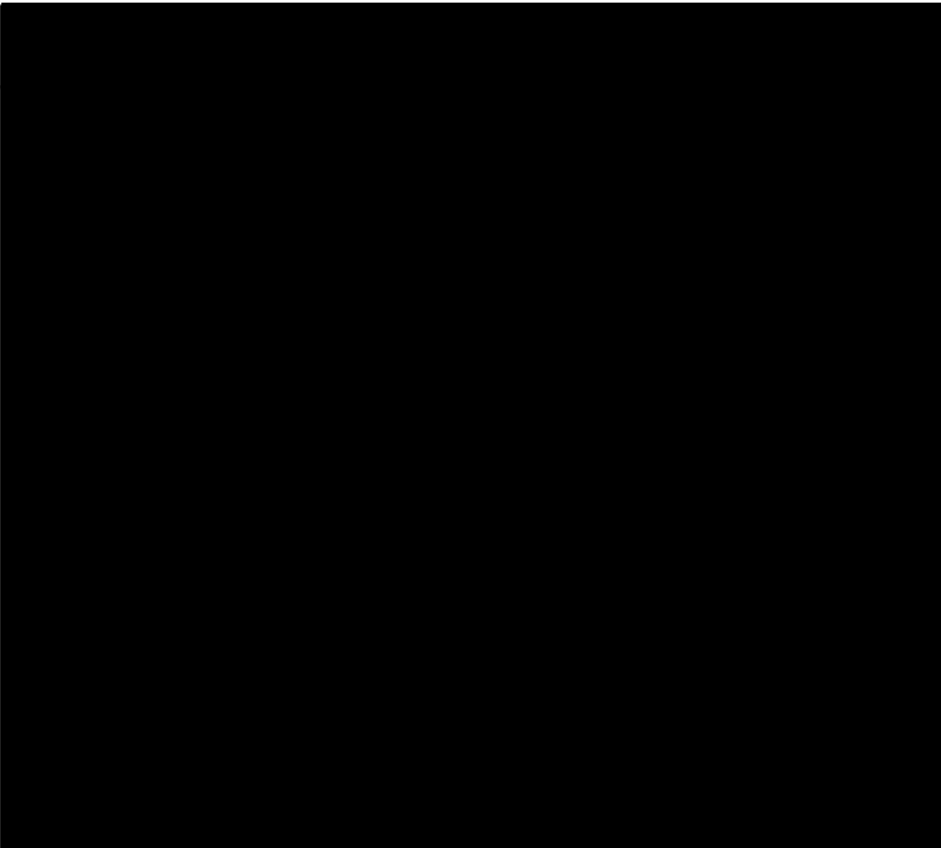
Sent: Friday, October 18, 2019 2:53 PM

To: Azzarello, Frank J CDR USN

Cc: 'Jennifer Couture'

Subject: RE: FSH Follow Up

Thank you, Frank. Understand all and I am in sync with you -Here is my BLUF, but I'd be happy to discuss further with you on the phone tomorrow. I'll be home all day. I also understand from [REDACTED] that the entire area is having POTS issues, so he called me from his iridium phone.



Again, happy to discuss tomorrow on the phone when you have time. I had good comms with Jack on iridium so maybe that is an option.

Vr/Jennifer

-----Original Message-----

From: Azzarello, Frank J CDR USN [REDACTED]

Sent: Friday, October 18, 2019 12:16 PM


To: Couture, Jennifer S. CAPT (DESRON) [REDACTED]

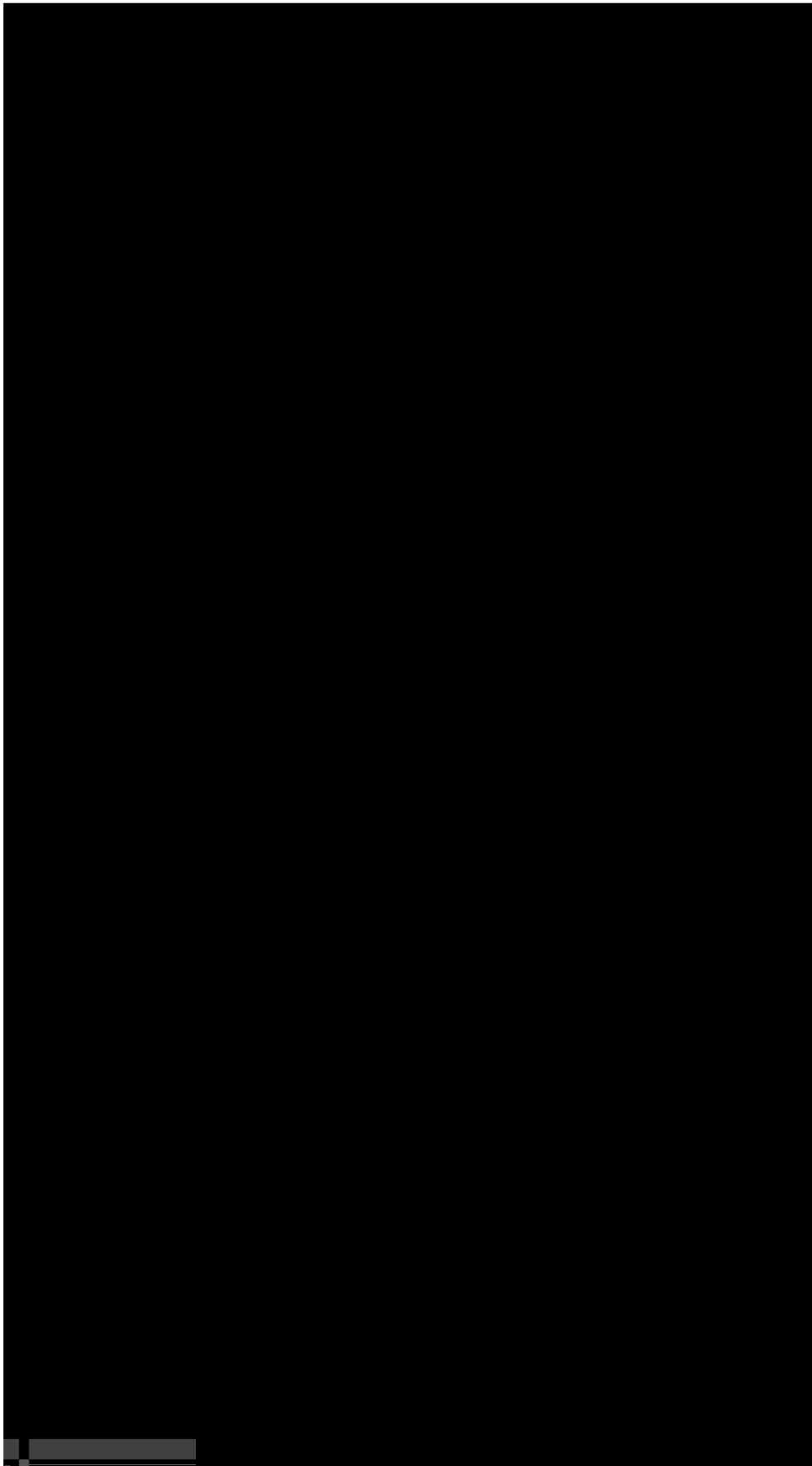
Subject: FSH Follow Up

CDRE,

Once again I appreciate your time yesterday. Just to follow up on some of our conversation.

I do have two Officer issues I want to discuss with you and see if you had any guidance. Neither involve any misconduct nor are time critical.





Thank you.

V/R  
Frank

CDR Frank Azzarello  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)



"RELENTLESS FIGHTING SPIRIT!"



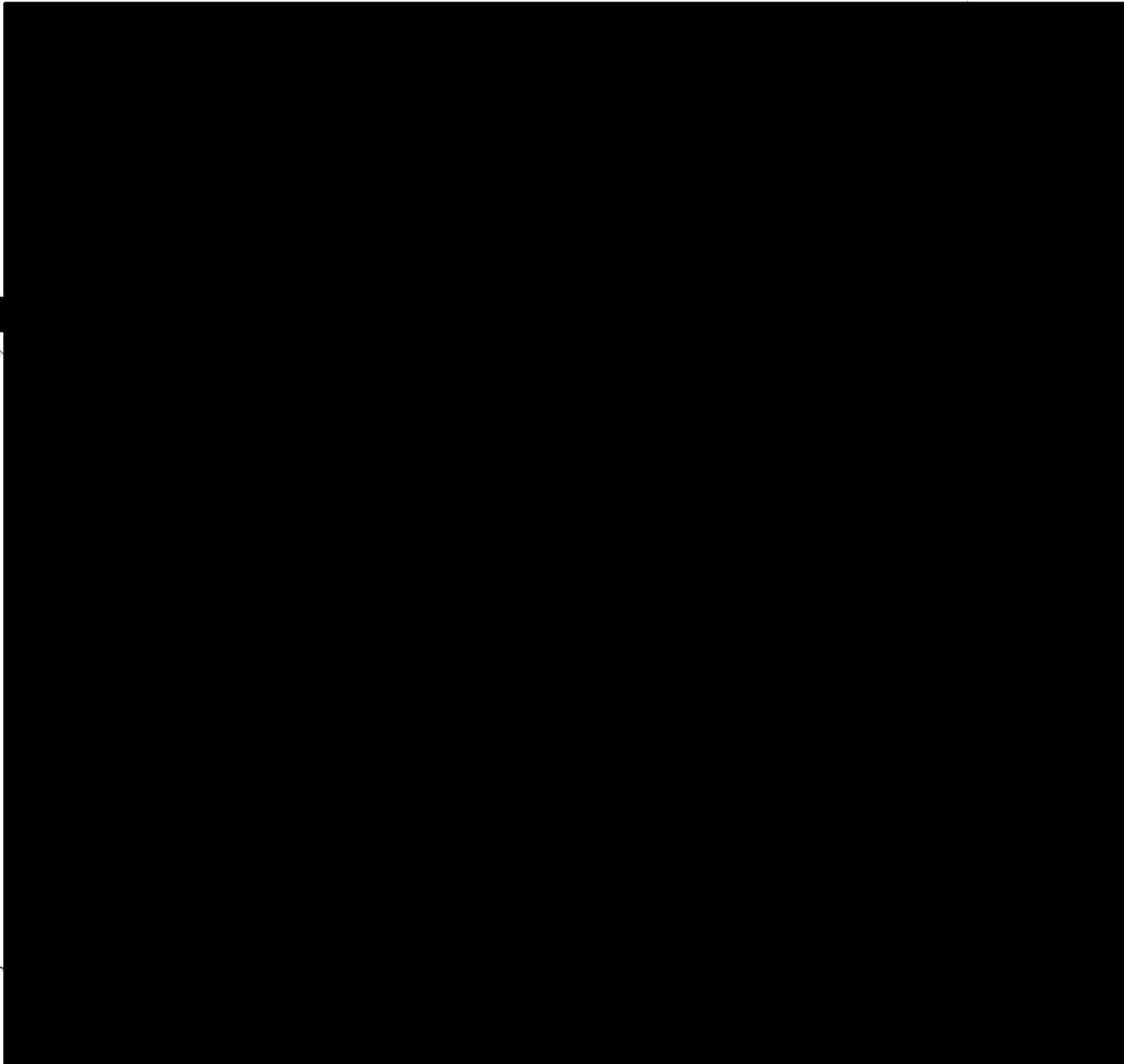
**Azzarello, Frank J CDR USN, DDG98**

---

**From:** Ryan O'Loughlin [REDACTED]  
**Sent:** Thursday, October 24, 2019 6:43 PM  
**To:** Azzarello, Frank J CDR USN  
**Subject:** Re: [Non-DoD Source] Info

Frank,

No worries... You're on the pointed end and I'm living the good life on shore duty, so I'm at your convenience.



[REDACTED]

Drop me a note or line anytime you need/want. I'm here to support. Sail safe out there!

Cheers,

[REDACTED]

> On Oct 24, 2019, at 3:39 PM, Azzarello, Frank J CDR USN [REDACTED] wrote:

[REDACTED]

> Sorry, busy days. That's all I needed to know. I thought there was more paper on [REDACTED] regardless I have put more paper on him and will continue. I don't see him making it, unless he has some sort of epiphany and even then I don't trust him.

>

> As far as OPS, I reached out to PERS about moving her to a job where she can "continue to grow as a DH by leading and managing people in a fresh environment". CDRE told me that OPS was lined up to be the CDS 28 N3 after her PTO tour. Were you tracking that?

>

> Any thoughts on [REDACTED] and OOD quals? She seems to have a hard time working with others and seems to know everything already (and not in a good way).

>

> Thanks,  
> Frank

>

> CDR Frank Azzarello  
> Commanding Officer  
> USS FORREST SHERMAN (DDG 98)

> [REDACTED]

> [REDACTED]

> [REDACTED]

> [REDACTED]

> "RELENTLESS FIGHTING SPIRIT!"

>

> -----Original Message-----

> From: Ryan O'Loughlin [REDACTED]  
> Sent: Saturday, October 19, 2019 9:02 PM  
> To: Azzarello, Frank J CDR USN  
> Subject: Re: [Non-DoD Source] Re: Info

>

> Sorry. Was outside tossing the football with my son. I believe I wrote 1 LOI on [REDACTED] along with two serious sit-downs.

>

> I think moving Ops along is a fine idea. I regretted fleeting her up. Had hoped she'd improve. More optimistic than I should have been and normally am.

>

> Sent from my iPhone

>> On Oct 19, 2019, at 15:04, Azzarello, Frank J CDR USN <[REDACTED]>

>>

>> I am 3C. Do you have time now?

>>

>> CDR Frank Azzarello

>> Commanding Officer

>> USS FORREST SHERMAN (DDG 98)

>>

>>

>>

>>

>> "RELENTLESS FIGHTING SPIRIT!"

>>

>>

>> -----Original Message-----

>> From: Ryan O'Loughlin <[REDACTED]>

>> Sent: Saturday, October 19, 2019 7:53 PM

>> To: Azzarello, Frank J CDR USN

>> Subject: [Non-DoD Source] Re: Info

>>

>> Happy to talk any time you're available. I'm in the Central Time Zone... Not sure where you are at these days. -5 GMT I think.

>>

>> In sum on those two:

>> Ops: meh... probably peaked.

>> [REDACTED] in the wrong line of work, no doubt about it.

>>

>> Disney was great and shore duty is awesome! Hope all is well on your end. Sail safe.

>>

>> V/r

>> Ryan

>>

>> Sent from my iPhone

>>

>>> On Oct 19, 2019, at 12:25, Azzarello, Frank J CDR USN <[REDACTED]> wrote:

>>>

>>> Ryan,

>>> Hope all is going well for you. How was Disney? The move?

>>>

>>> If you have time free time this week, I'd like to see if you wouldn't mind talking about some Officer issues. Particularly about OPS & [REDACTED]

>>>

>>> Thanks,

>>> V/R

>>> Frank

>>>

>>> CDR Frank Azzarello

>>> Commanding Officer

>>> USS FORREST SHERMAN (DDG 98)

>>>

>>>

>>>

>>> [REDACTED]  
>>> "RELENTLESS FIGHTING SPIRIT!"  
>>>  
>>>  
>>  
>



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

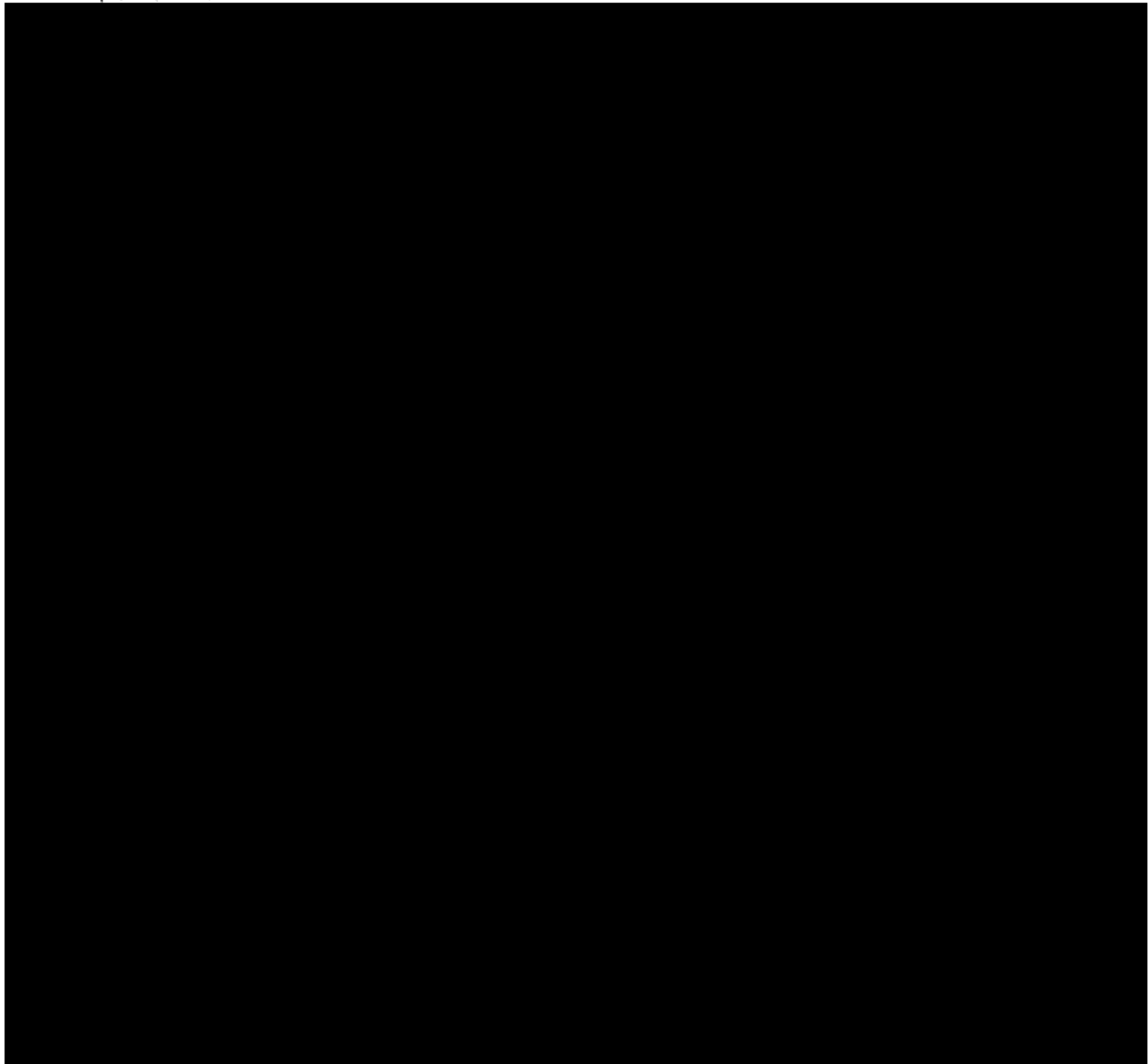
1611  
DDG 98/CO  
2 Mar 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105



Subj: LETTER OF INSTRUCTION

[REDACTED]

[REDACTED]

E. J. AZZARELLO

[REDACTED]

Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09566

1611  
DDG 98/CO  
2 Mar 20

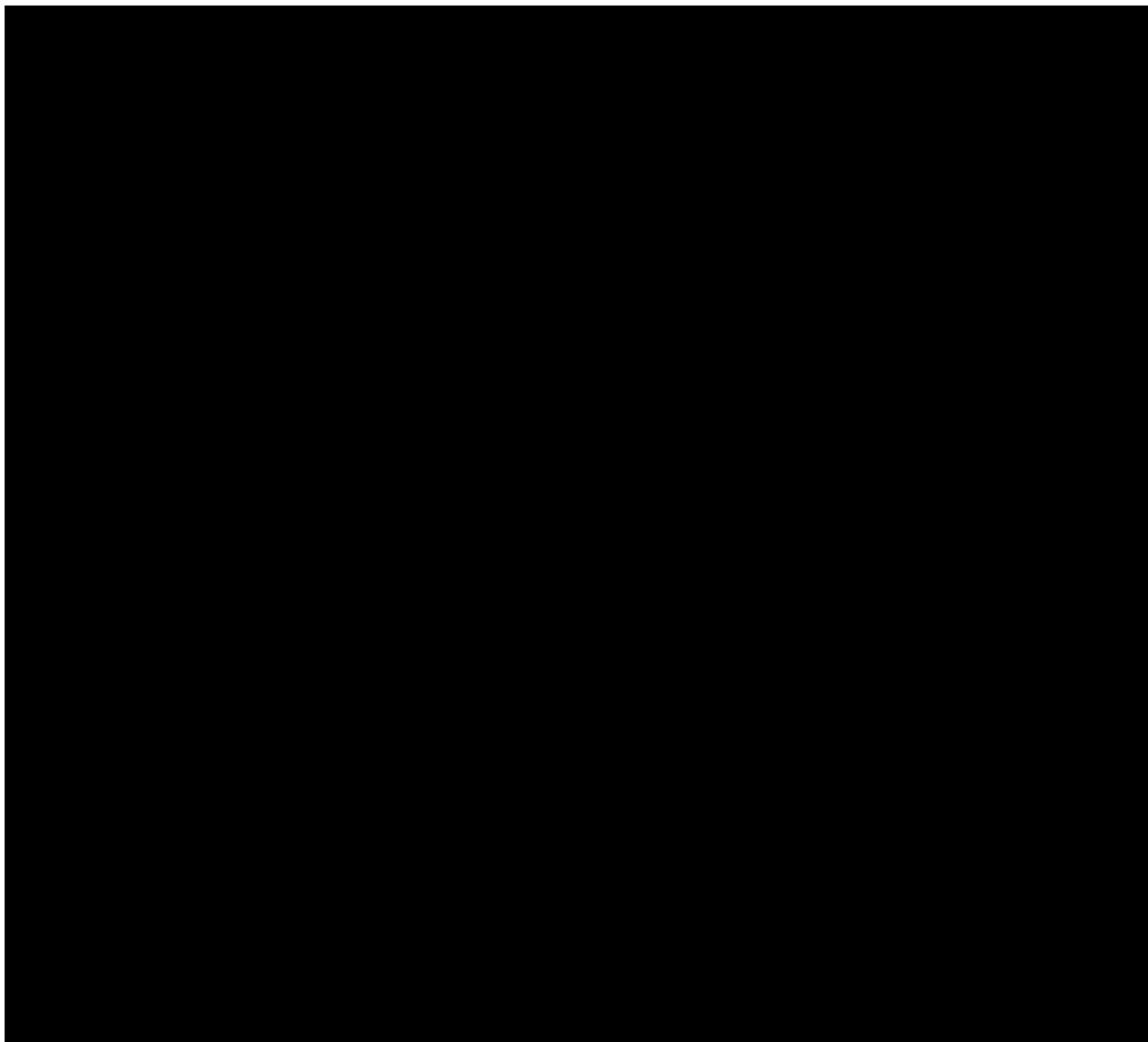
From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105  
(c) OPNAVINST 3120.32D

[REDACTED]

Subj: LETTER OF INSTRUCTION



F.J. AZZARELLO

Acknowledged: \_\_\_\_\_

Copy to:  
Executive Officer





**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09568

1611  
DDG 98/CO  
14 Oct 19

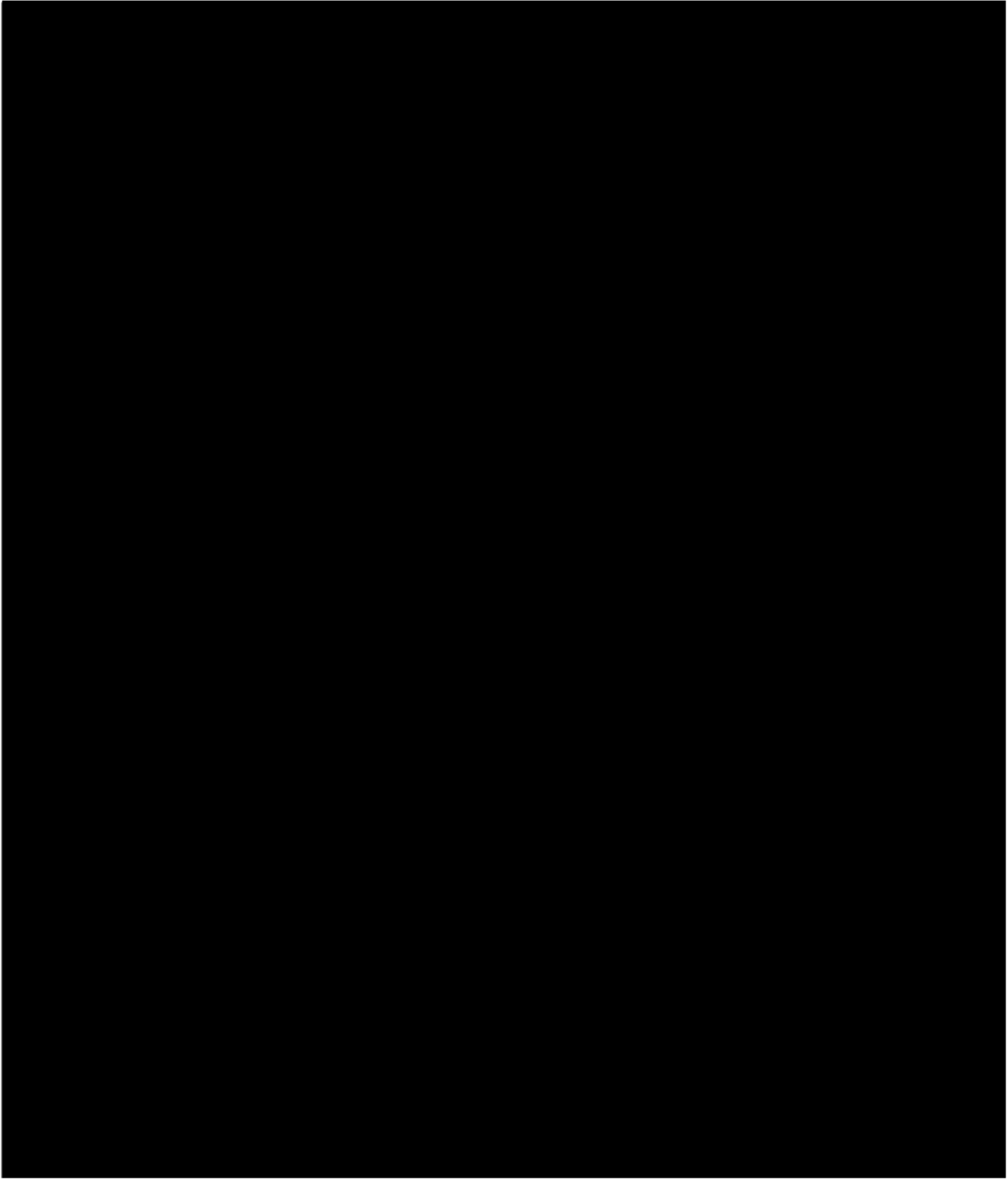
From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: [REDACTED]

Subj: LETTER OF INSTRUCTION

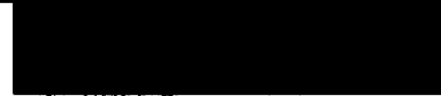
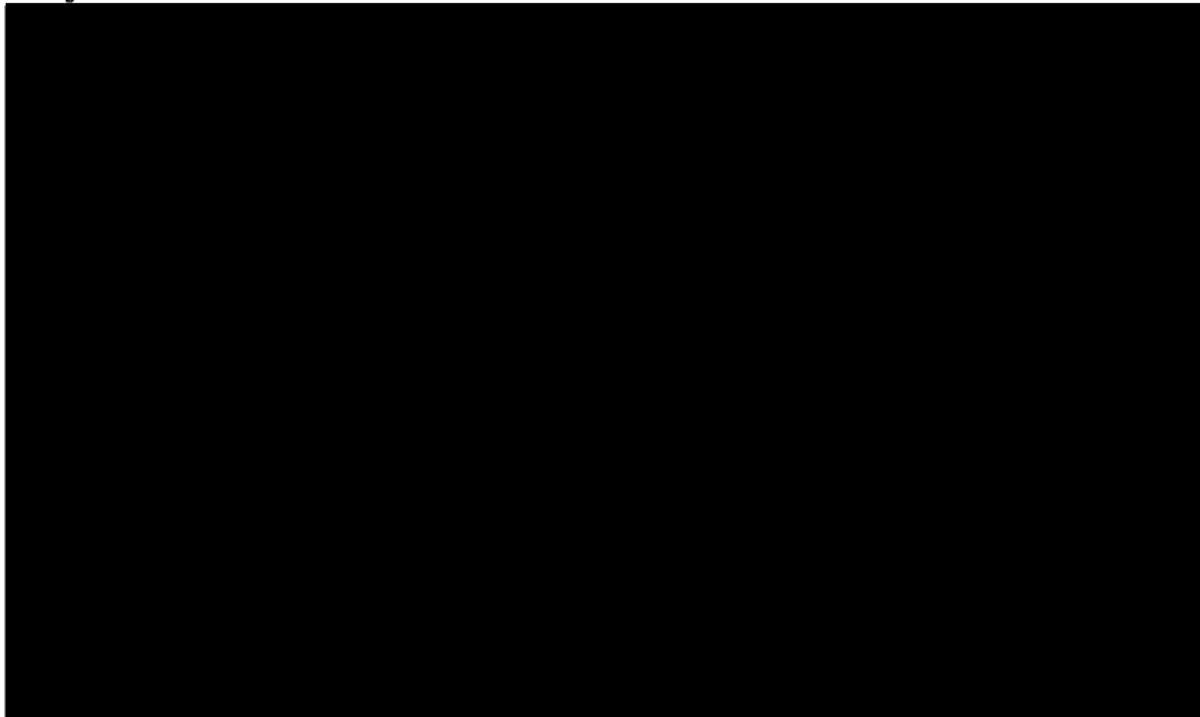
Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105  
(c) OPNAVINST 3120.32D



Subj: LETTER OF INSTRUCTION



Subj: LETTER OF INSTRUCTION



~~F. J. AZZARELLO~~



Copy to:  
Executive Officer

18SEP19

**MEMORANDUM FOR THE RECORD**

**From: Commanding Officer, USS FORREST SHERMAN (DDG 98)**

**To:** [REDACTED]

**Subj: REMOVAL OF WATCH STANDING DUTIES IN ENGINEERING AND AS TACTICAL ACTION OFFICER**

1. This memorandum serves as your notification that I am removing you from all operational and watch stander duties in Engineering and the Combat Information Center until further notice.
2. **Background:** On the morning of 18 September 2019, the Executive Officer (XO) CDR Bridges informed me that you came to his stateroom upset to the point that he summoned HM1 Daniel Troy, FORREST SHERMAN's Independent Duty Corpsman (IDC) to his stateroom to medically evaluate you. Once [REDACTED] arrived the XO reported to me that this was not the first time you had come to his stateroom visibly upset and uncontrollably crying. CDR Bridges stated that during the Composite Training Exercise (COMPTUEX 19) on two separate occasions you came to his stateroom or called him on the phone in crisis. Based on today's event and past incidents I have a profound concern for your physical and mental health.
3. Based on [REDACTED] diagnosis and my concern for your wellbeing, effective immediately I am removing you from all operational and watch stander duties as Engineering Officer of the Watch, Plant Control and Tactical Action Officer until further notice. Your administrative duties as a Department Head will remain in place.

[REDACTED]  
/s/ F.J. AZZARELLO



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

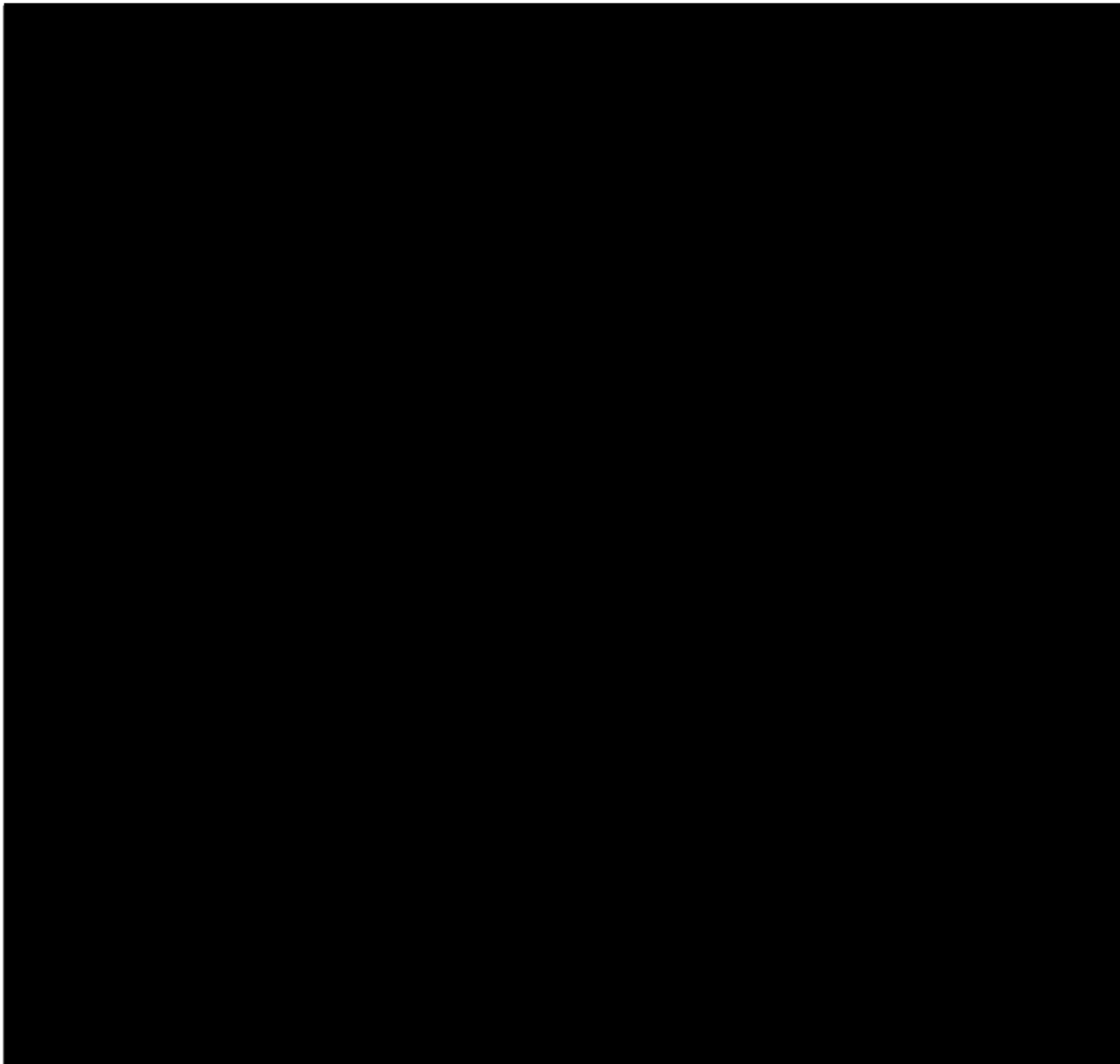
1611  
DDG 98/CO  
23 Sep 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

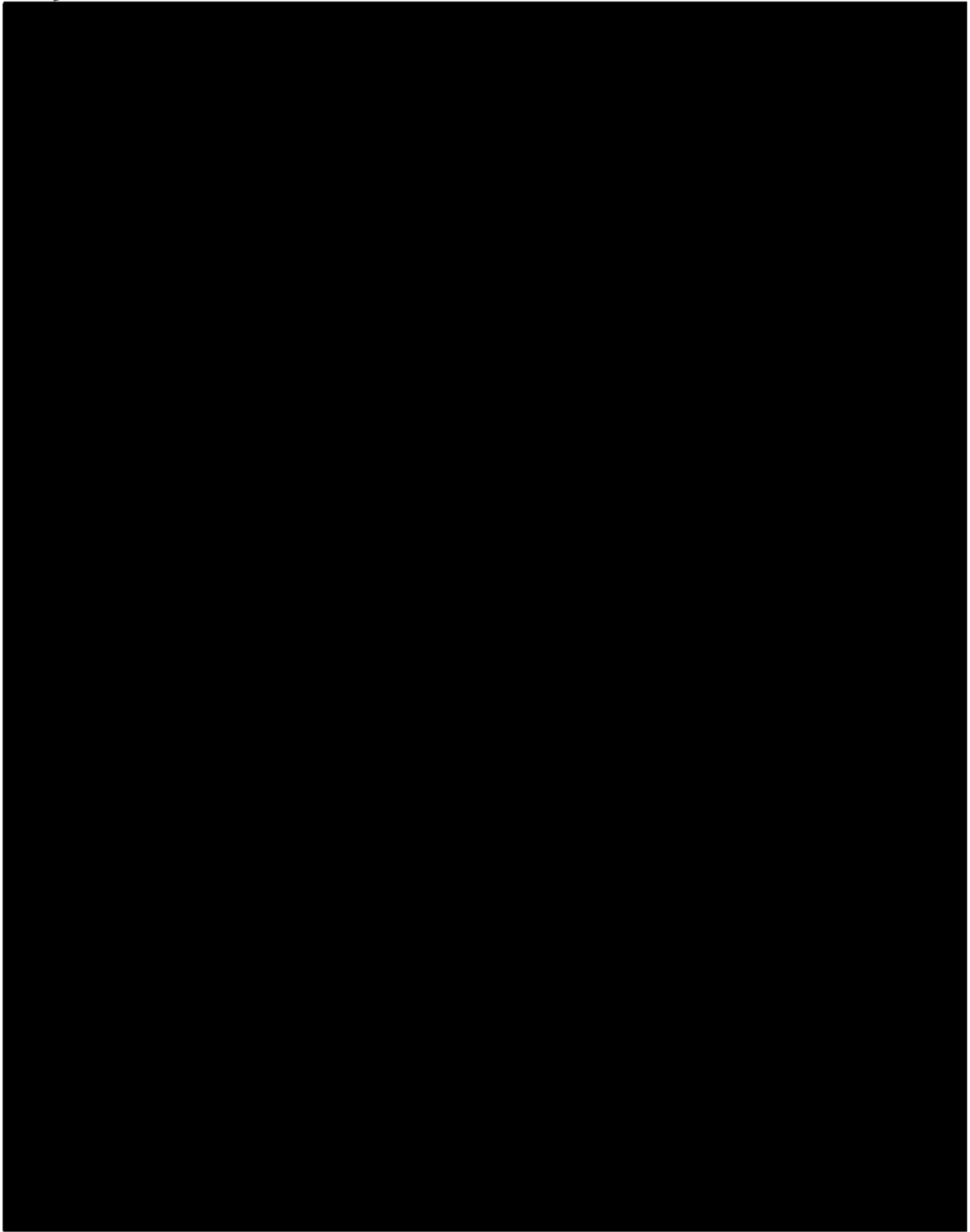
To: [REDACTED]

Subj: LETTER OF INSTRUCTION

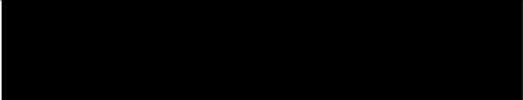
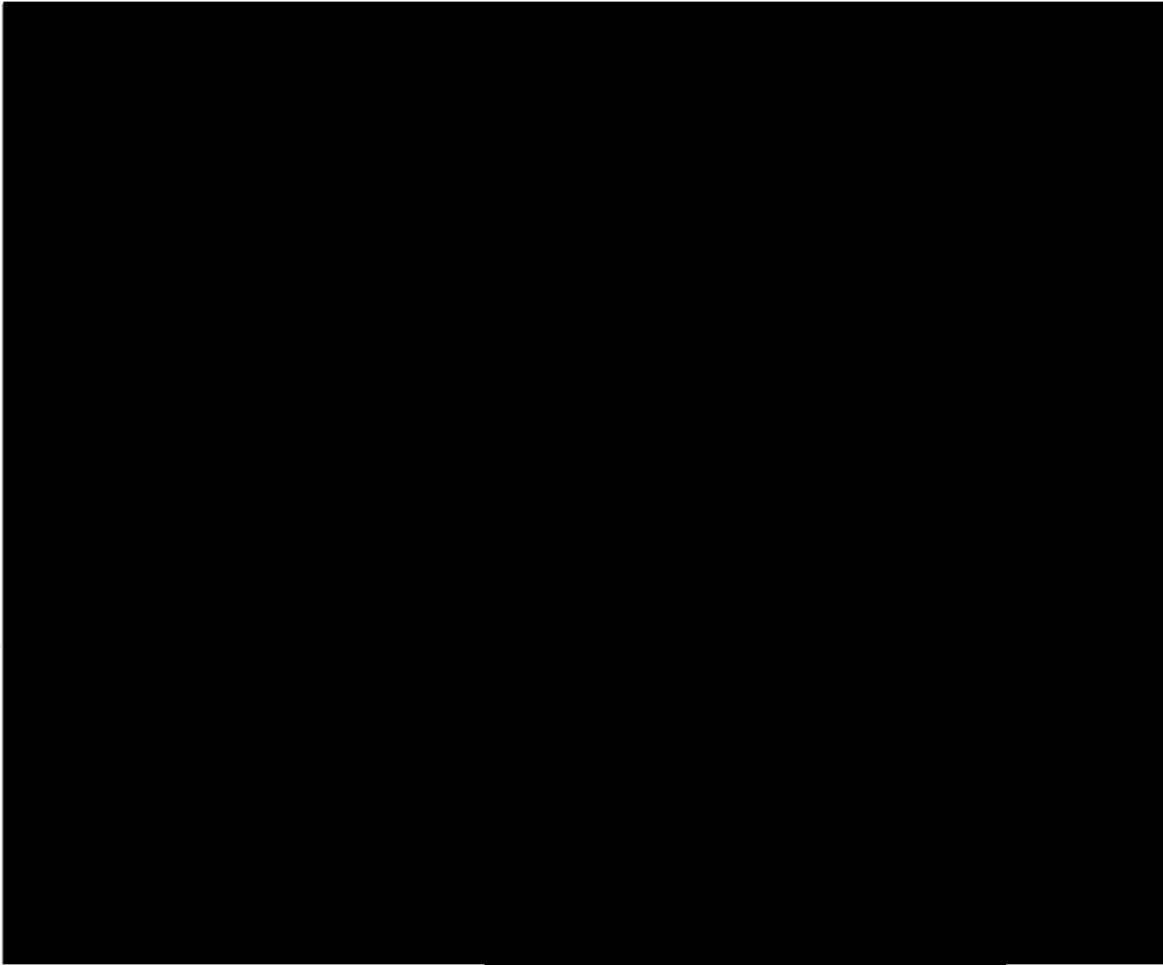
Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105  
(c) SORM OPNAVINST 3120.32D



Subj: LETTER OF INSTRUCTION



Subj: LETTER OF INSTRUCTION



~~P. J. AZZARELLO~~



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USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

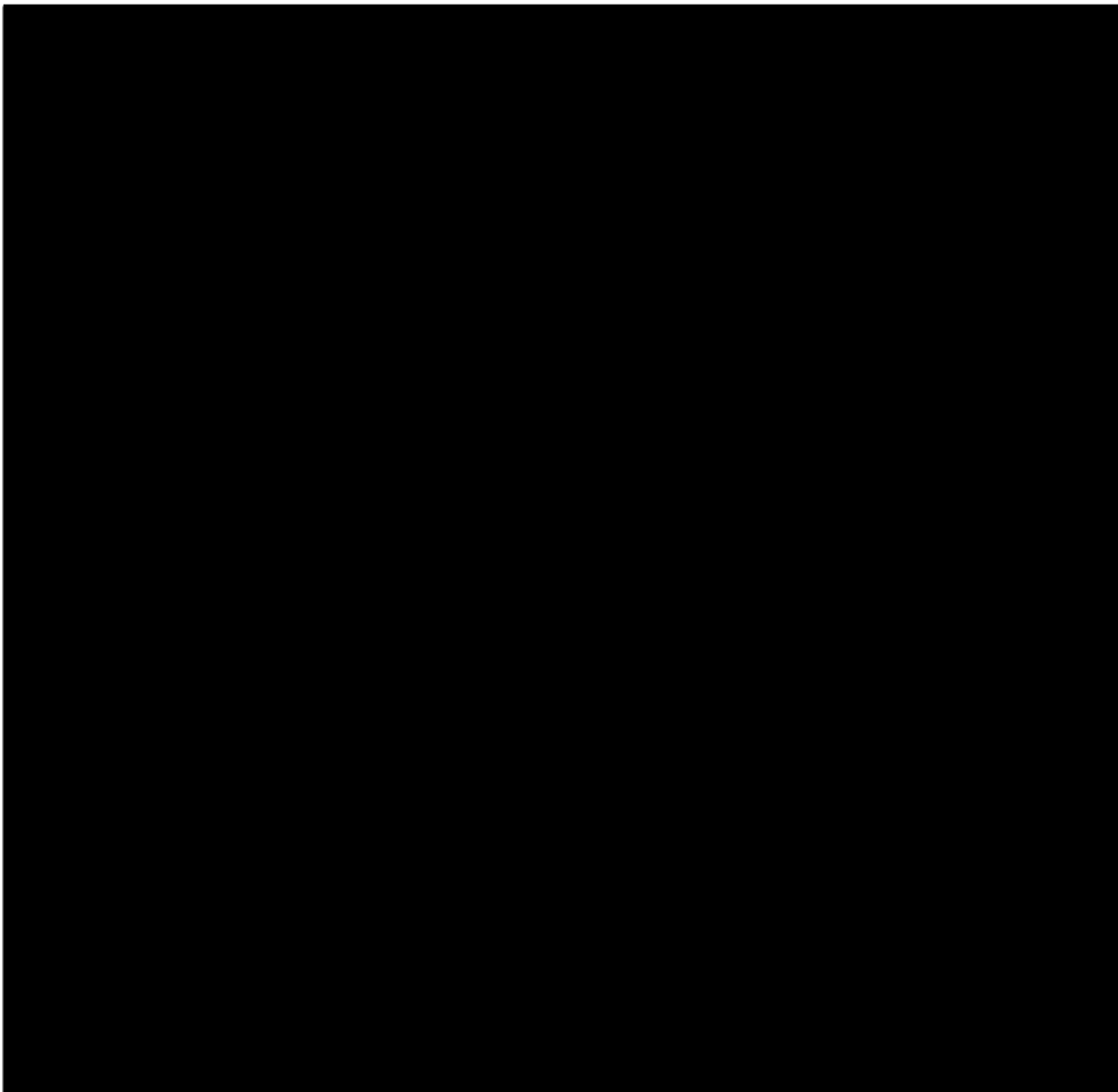
1611  
DDG 98/CO  
6 Oct 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

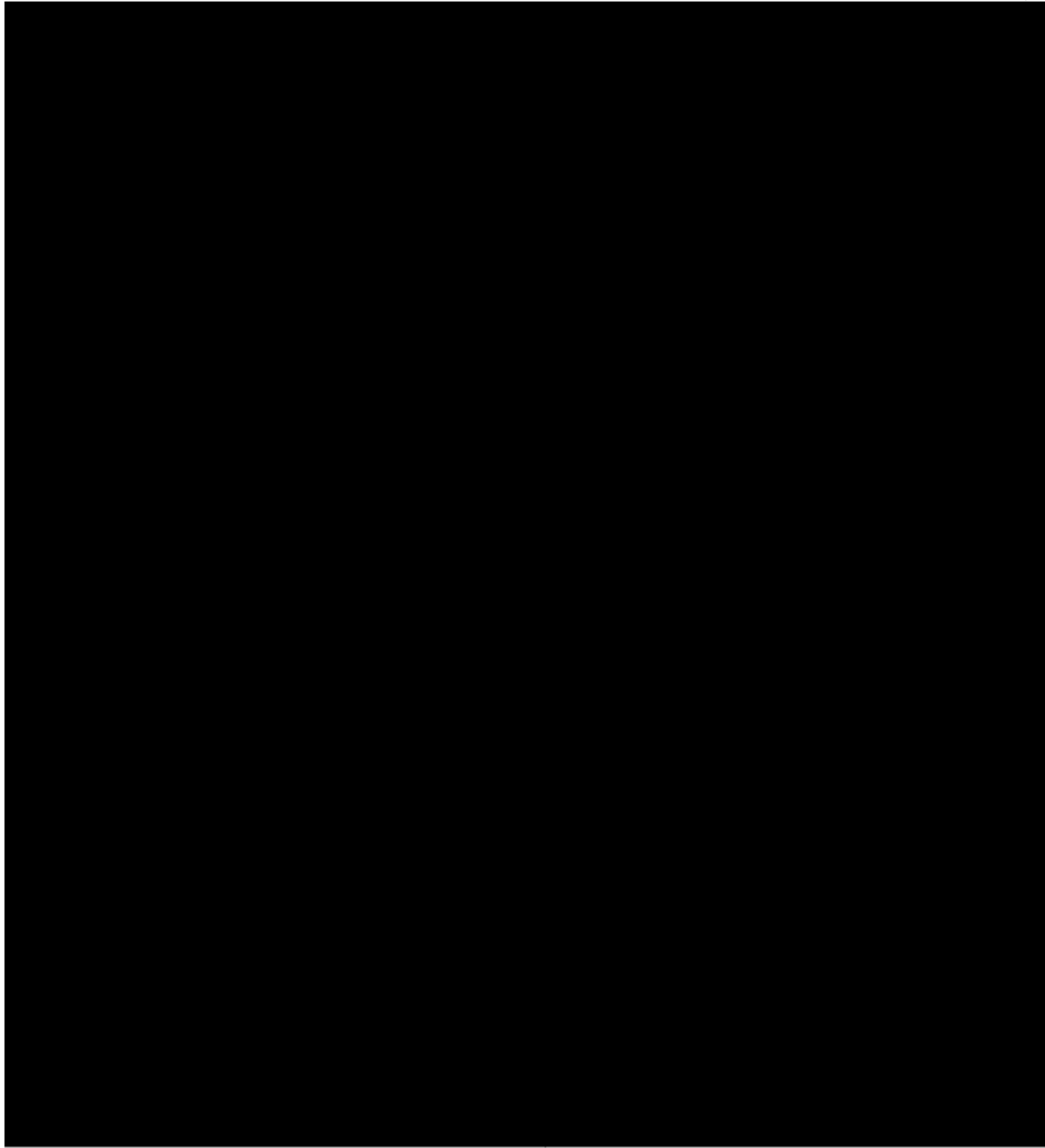
Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105  
(c) OPNAVINST 3120.32D

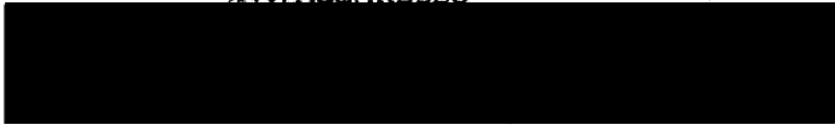




Subj: LETTER OF INSTRUCTION



E. J. AZZARELLO



Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
FPO AE 09569-1214

1611  
DDG 98/CO  
29 DEC 2019

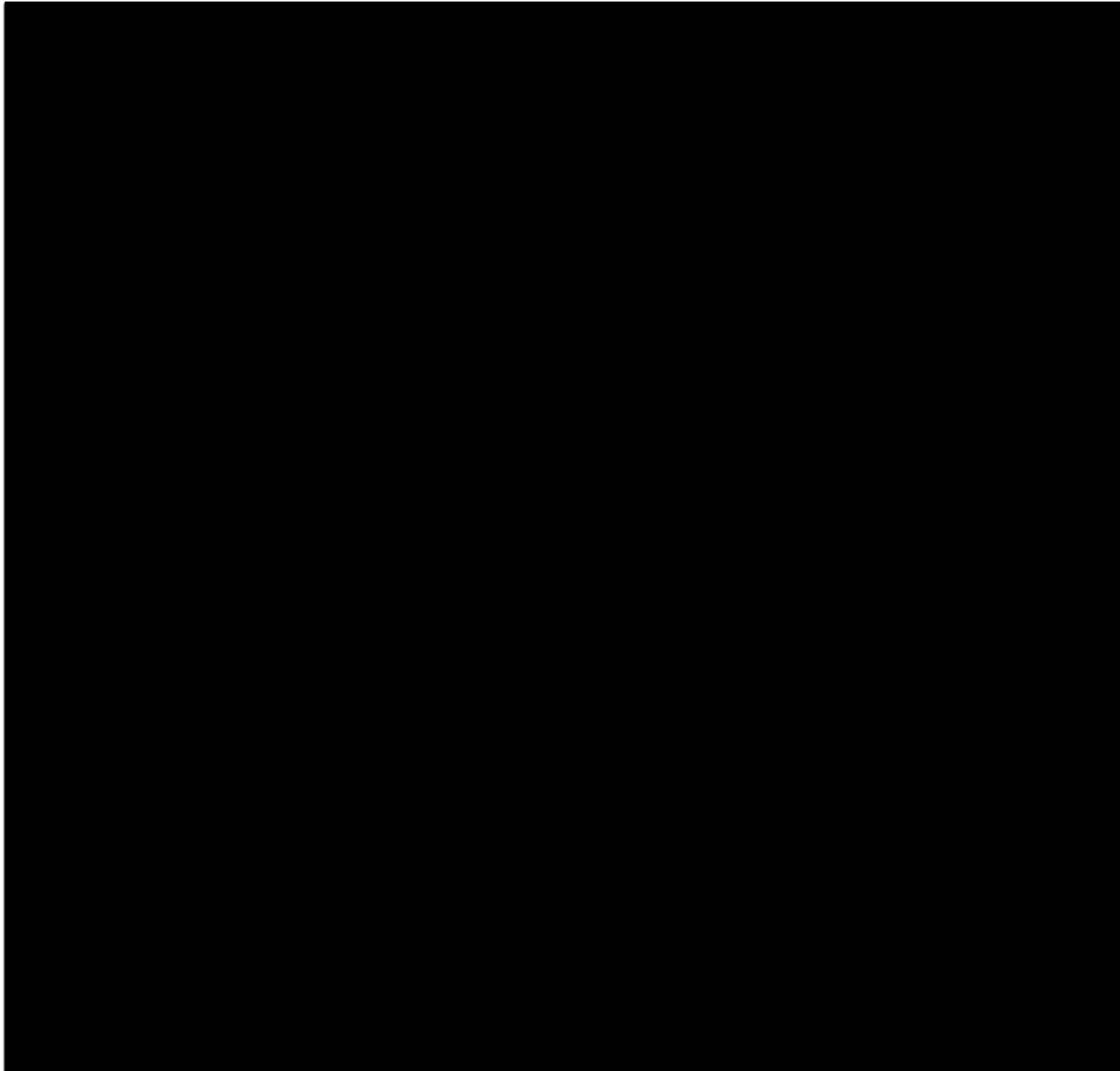
From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

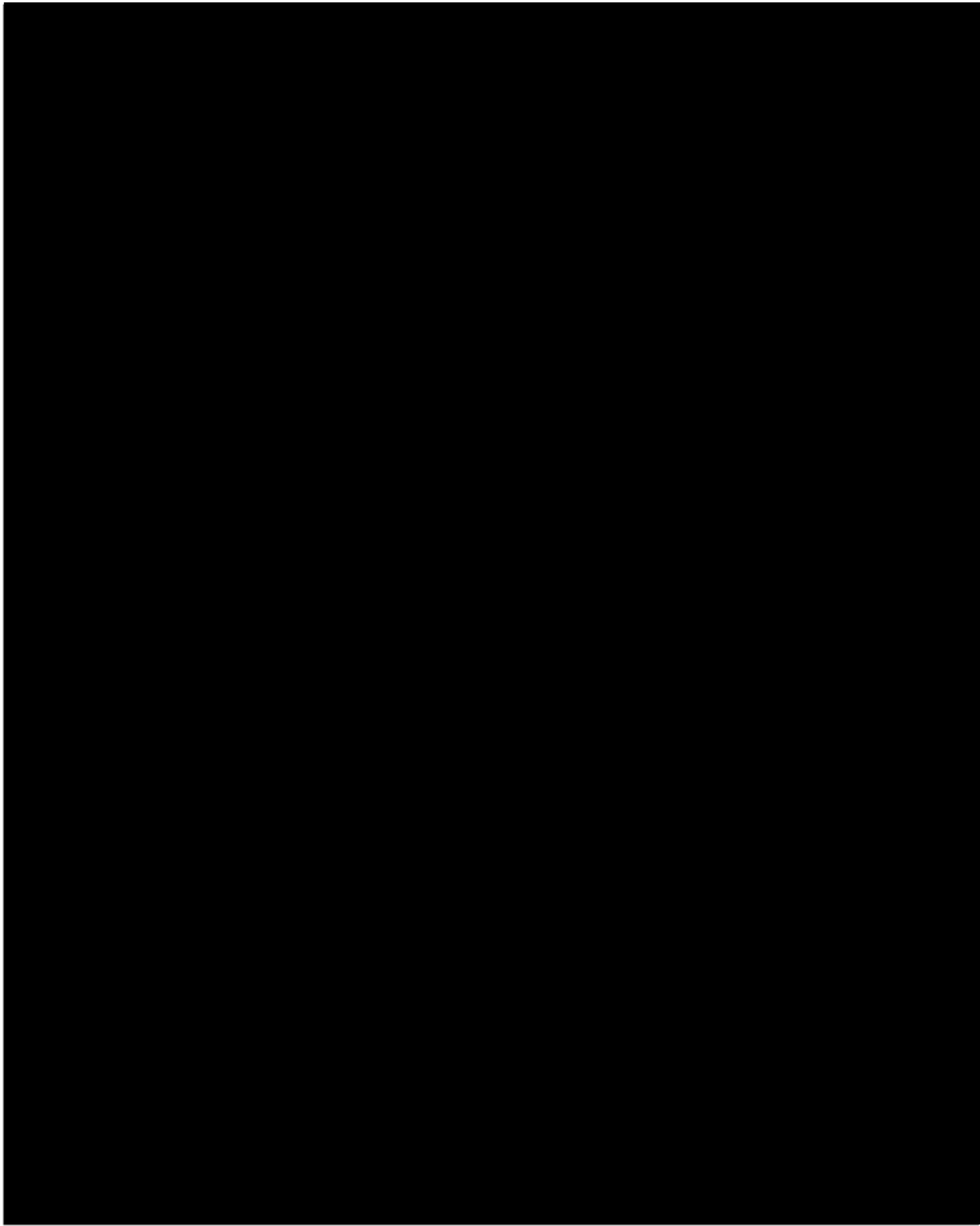
Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105

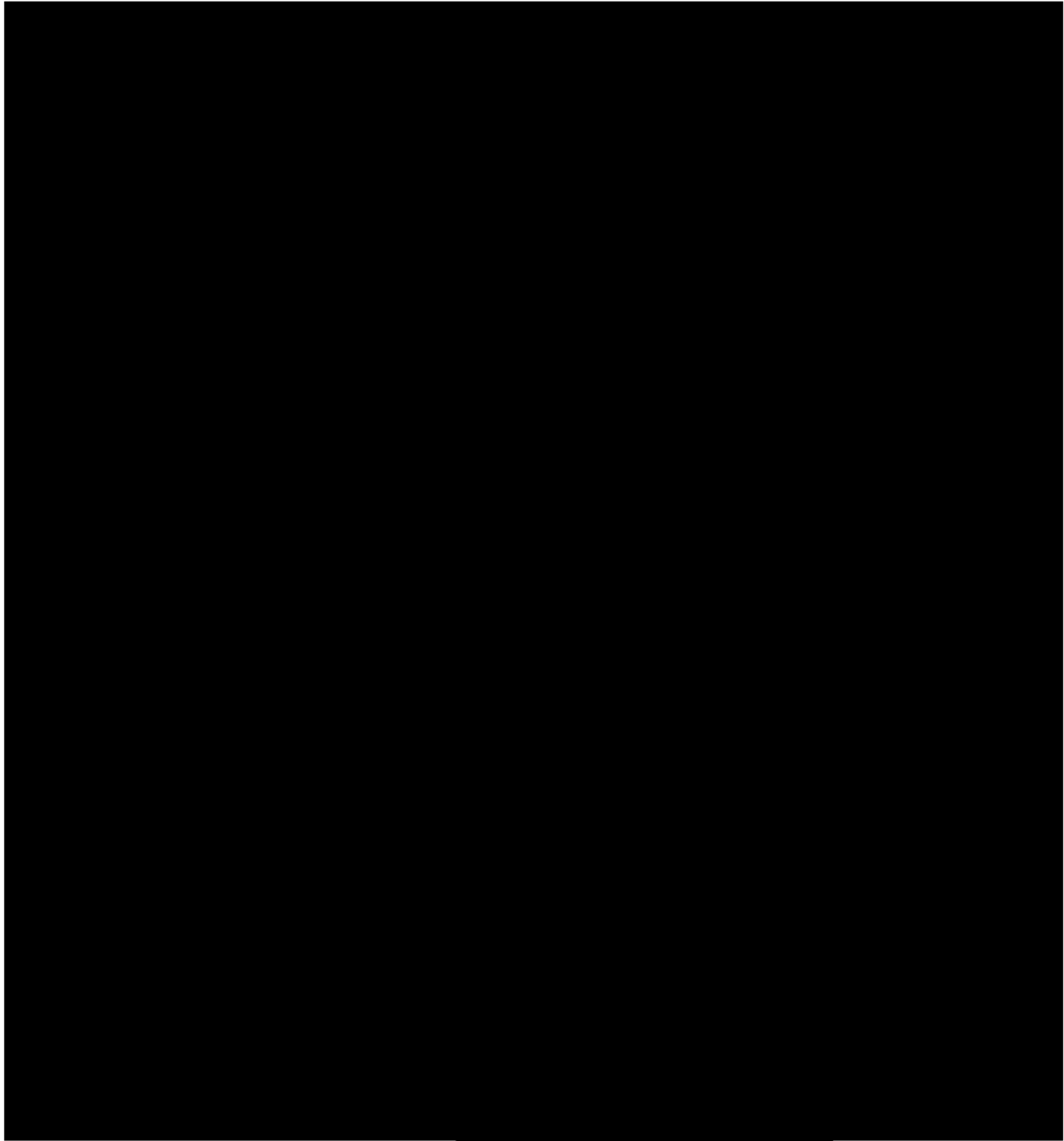
Encl: (1) Mentor Log



**SUBJ: LETTER OF INSTRUCTION**



SUBJ: LETTER OF INSTRUCTION



F. J. AZZARELLO



Copy to:  
Executive Officer





**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

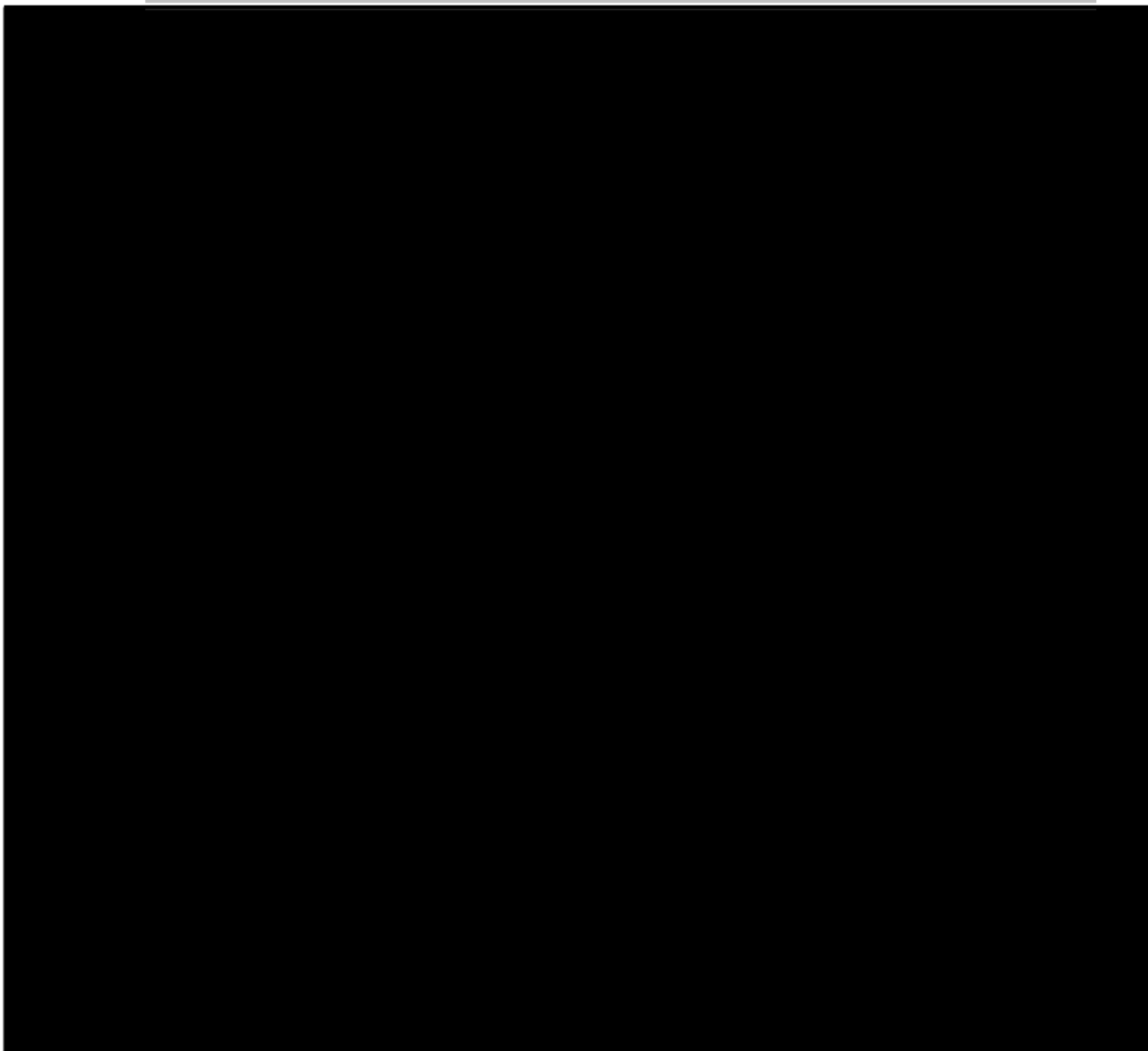
1611  
DDG 98/CO  
2 Mar 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105



Subj: LETTER OF INSTRUCTION

[REDACTED]

~~PAZZARELLO~~

[REDACTED]

Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

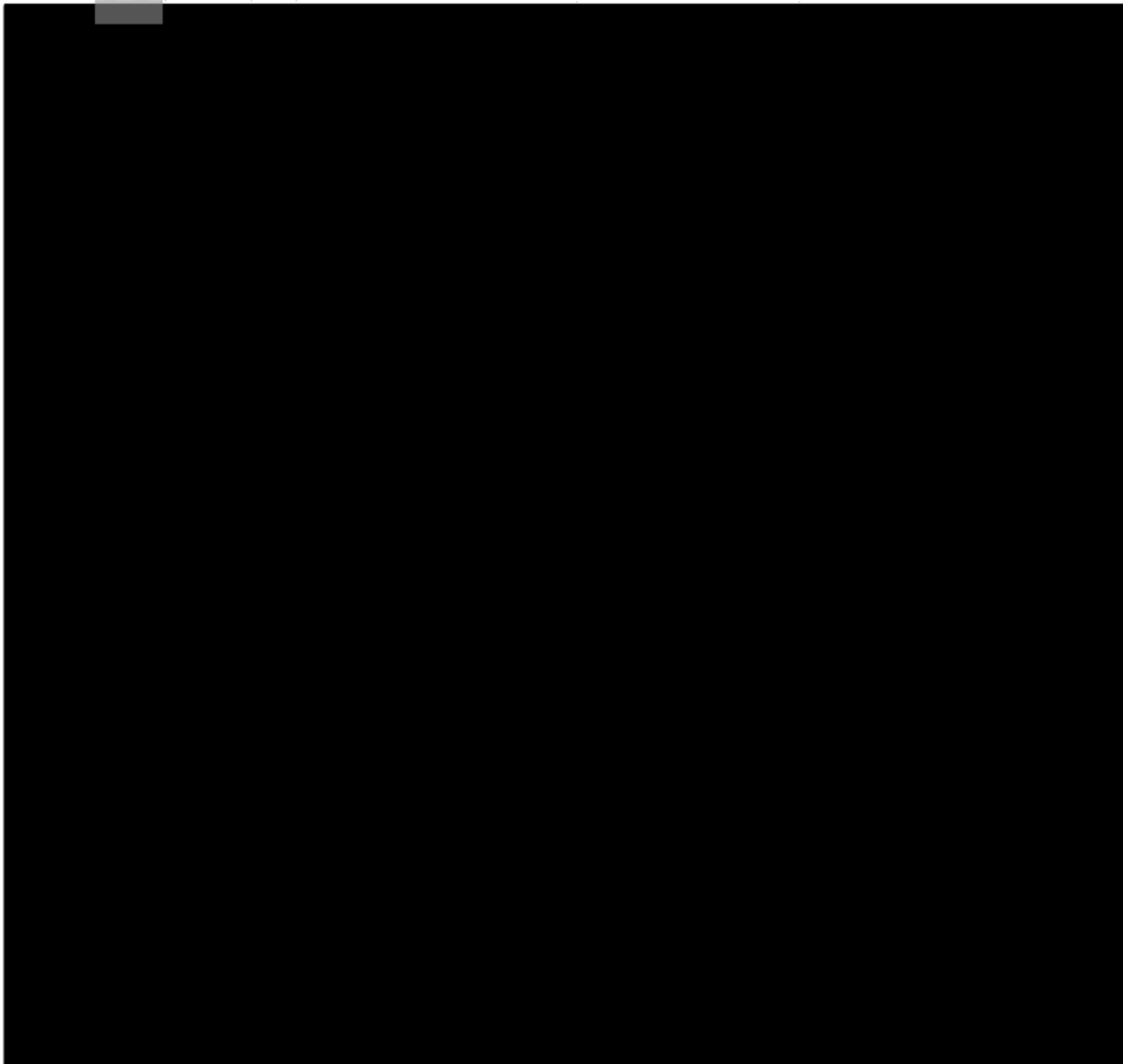
1611  
DDG 98/CO  
8 Mar 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

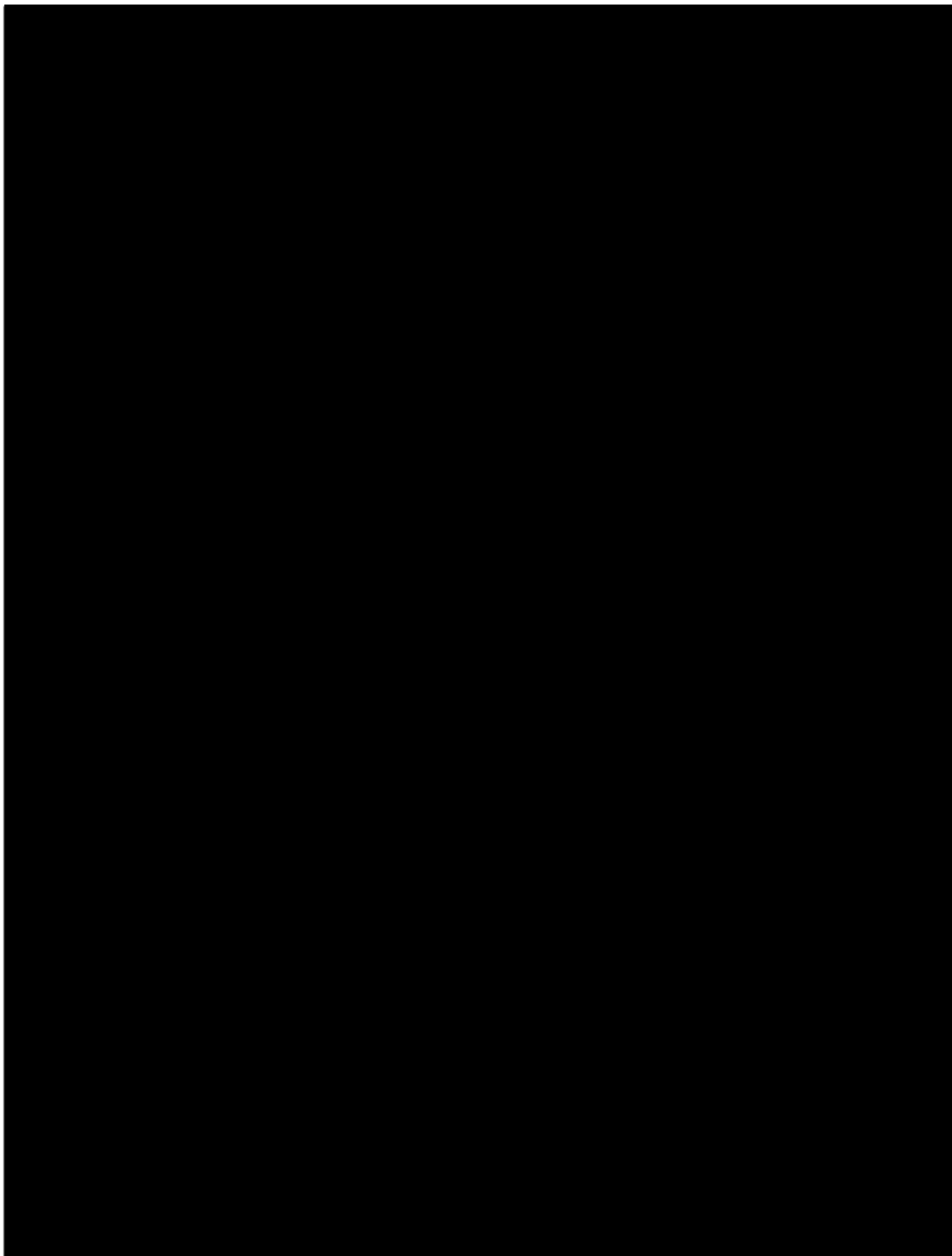
To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105



Subj: LETTER OF INSTRUCTION





Subj: LETTER OF INSTRUCTION

[REDACTED]

[REDACTED]

E. J. LAZZARELLO

[REDACTED]

Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
12 Apr 20

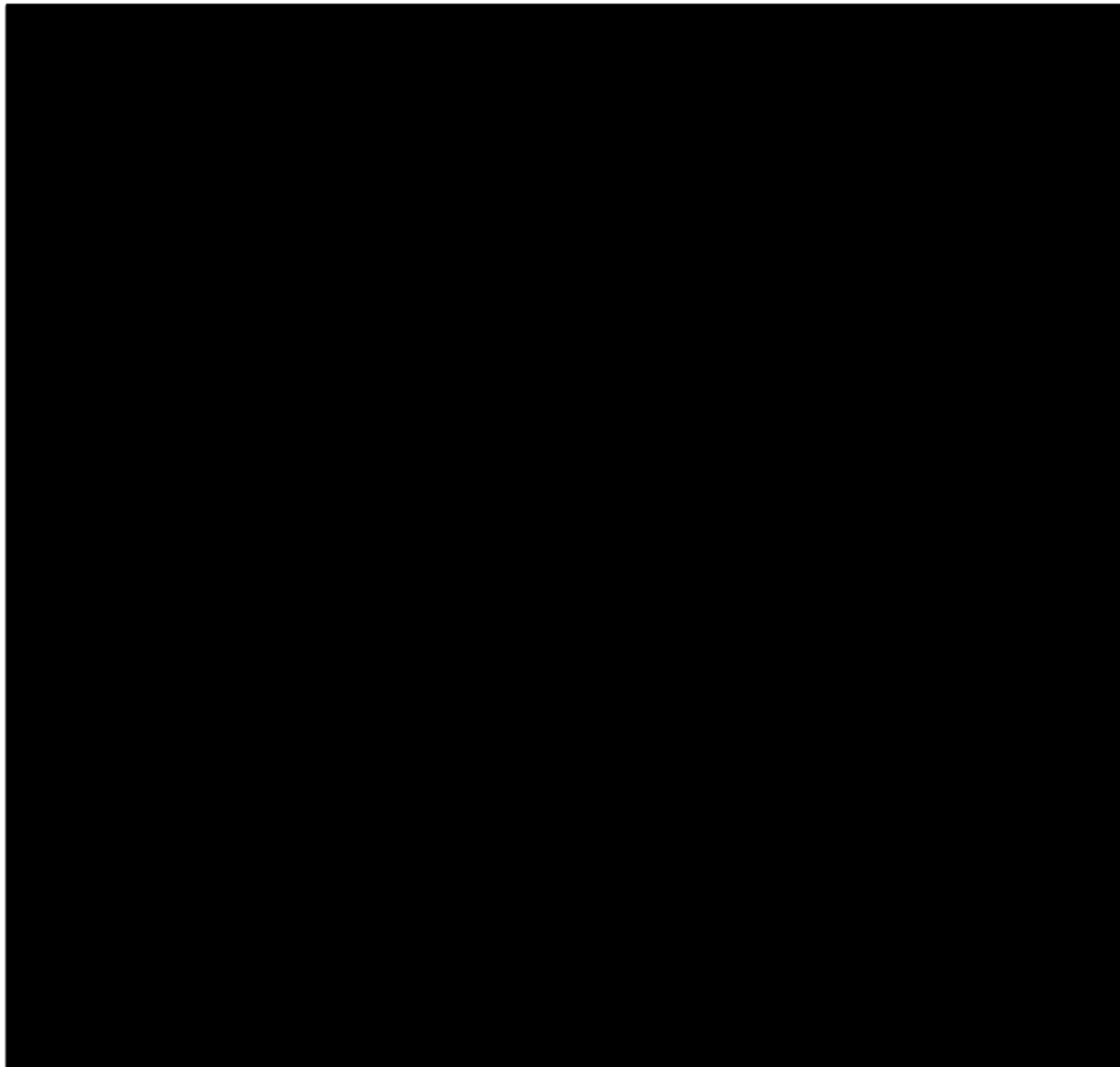
From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

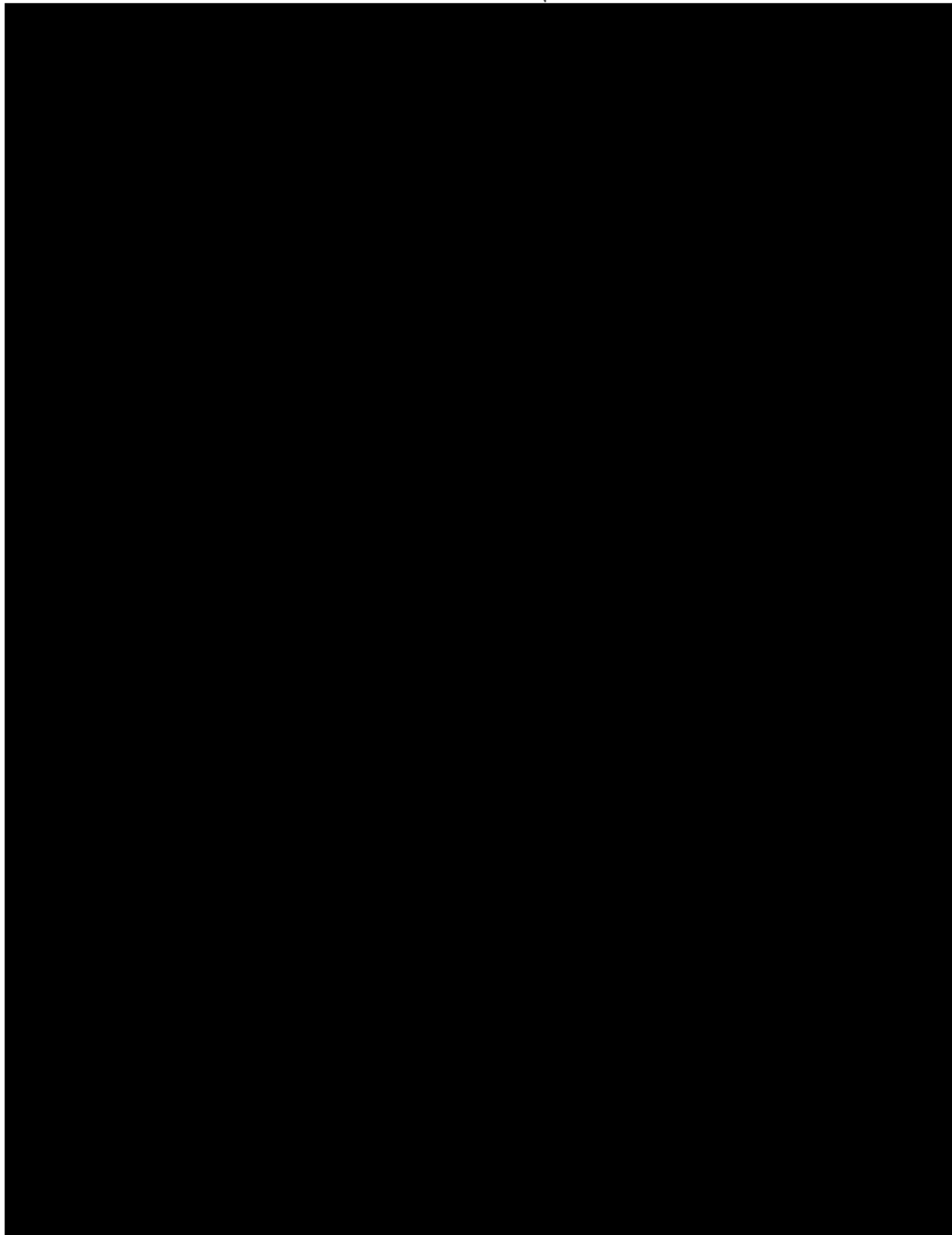
Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611

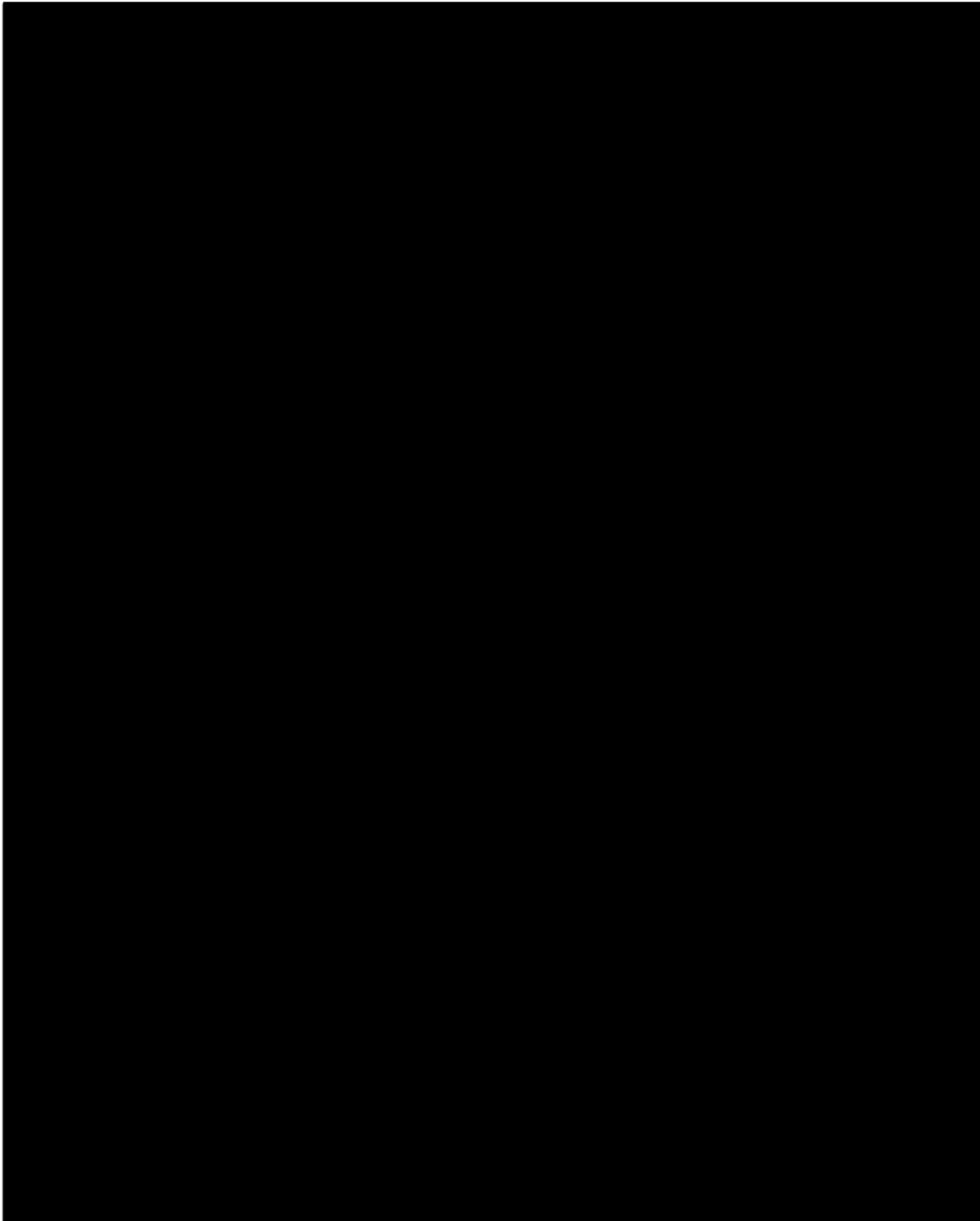
(b) JAGMAN 0105



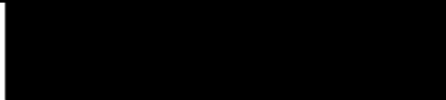
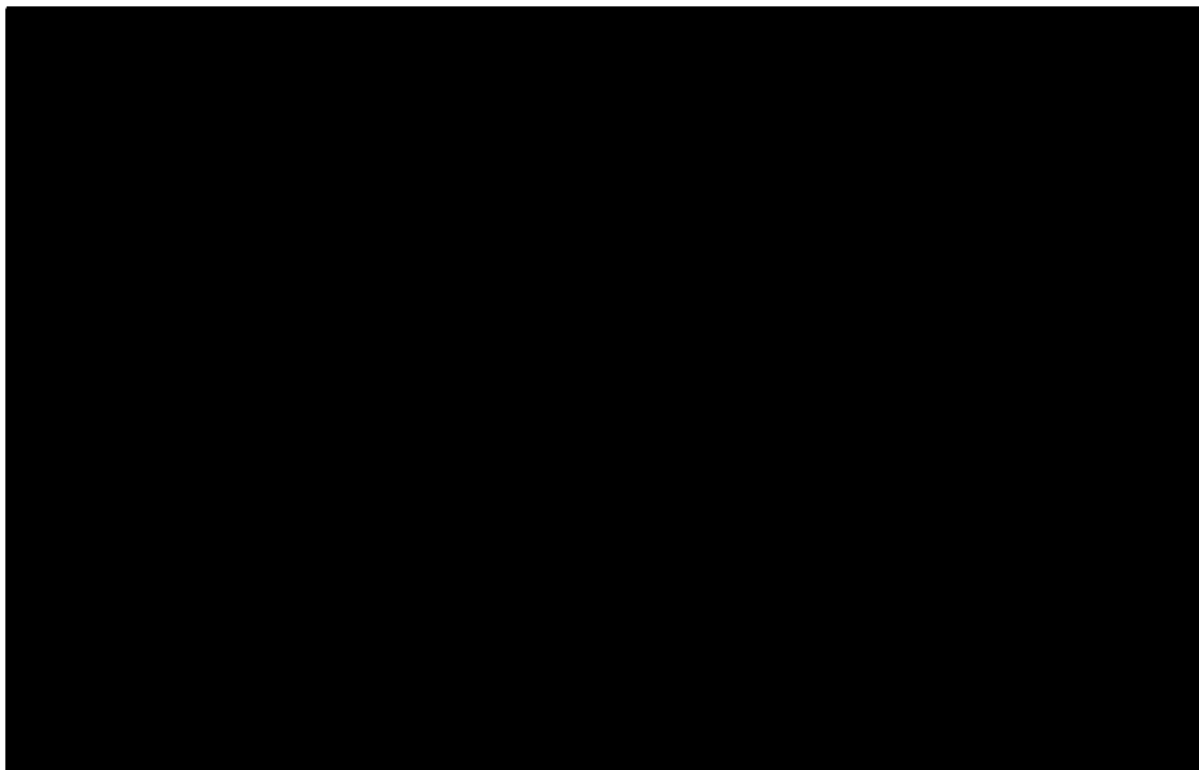
Subj: LETTER OF INSTRUCTION



Subj: LETTER OF INSTRUCTION



Subj: LETTER OF INSTRUCTION



J. J. AZZARELLO



Copy to:  
Executive Officer



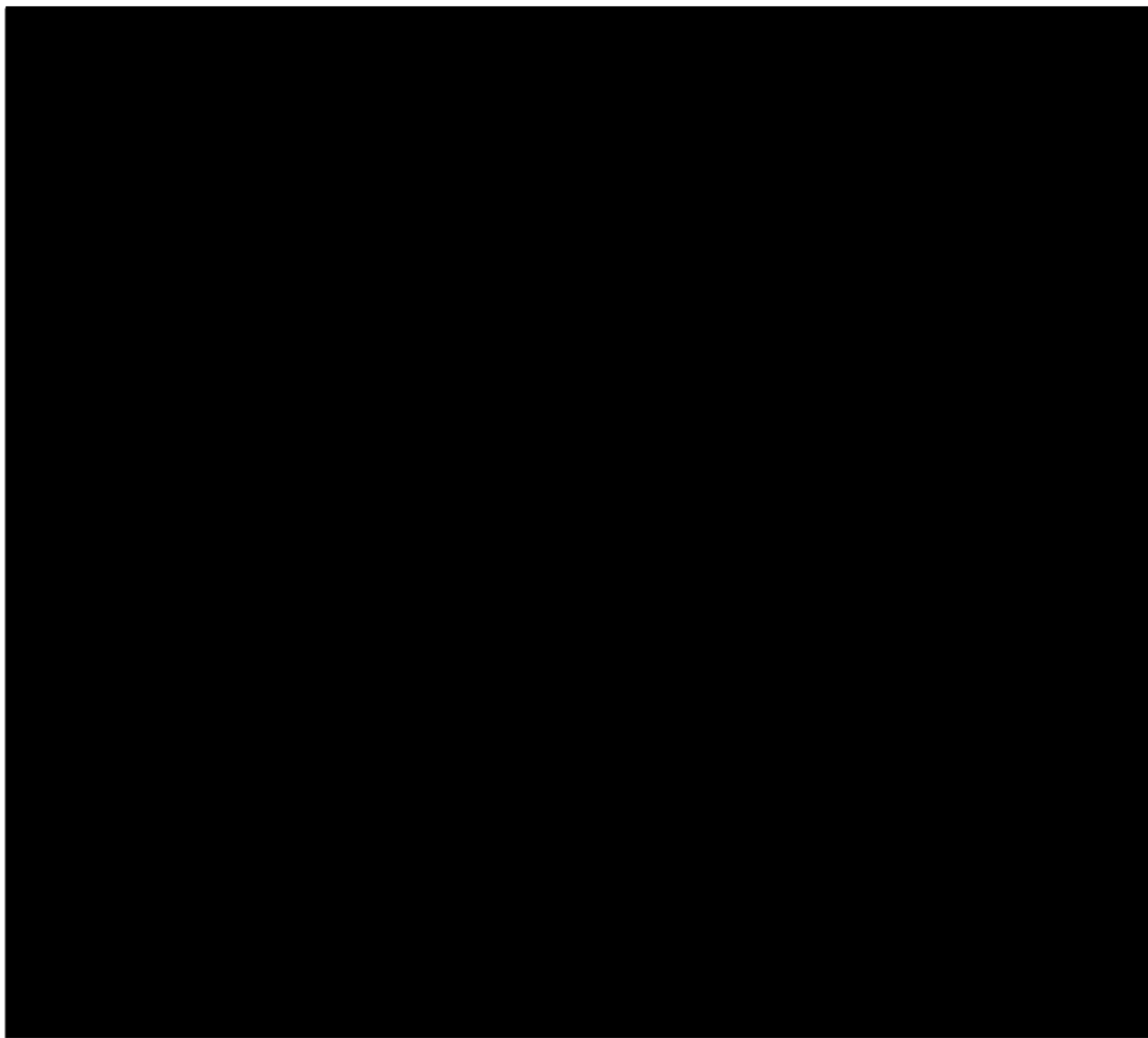
**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
21 May 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-010  
(b) JAGMAN 0105



Subj: LETTER OF INSTRUCTION

b. Supervise an audit of Weapons Department Remain in Place chits to ensure they are correct and in accordance with the most up to date instruction.

c. By 0700 daily provide me with an email with the following items for your Department:

Personnel matters

Repairs and PMS

Current & long range schedule

Supply matters

Administrative matters

Watchbill/PQS matters

Additional tasking/information as directed ensuring you cc your Departmental Leading Chief Petty Officer (DLCPO)

d. Daily at 1900 both you and your DLCPO will brief me on the status of all items listed above.

e. Anytime you brief me, your DLCPO must be with you to ensure you are properly administering and tasking your department as you have proved that you are incapable of executing that individually.

5. Failure to improve you performance may result in administrative or disciplinary action or possibly Detachment for Cause (DFC).

6. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

  
F. J. AZZARELLO

Copy to:  
Executive Officer



DEPARTMENT OF THE NAVY  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
4 Feb 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105

1. This Letter of Instruction is issued per references (a) and (b) to discuss specific measures required to correct deficiencies related to your performance as KMI Operating Account Manager (KOAM) in FORREST SHERMAN. Your performance has been unsatisfactory since assuming this duty in January 2019 due primarily to a lack of proactivity and communicating issues to your chain of command. This letter is issued to document and remedy these deficiencies.
2. During recent events it has become evident that you are currently not providing the requisite amount of attention to detail required for successful management and reporting of the Command's KMI. Specifically:
  - a. Not having updated access lists for all KOAM related spaces.
  - b. Not validating clearances prior to issuing keys.
  - c. Not standardizing the NAVEDTRA 43462-2A 301 Local Element training.
  - d. Poor practices that allowed a Sailor to be given unrestricted access to a Simple Key Loader (SKL) that contained Communications Security (COMSEC) Keys above his authorized clearance leading to an incident.
  - e. Not ensuring the Change of Command KOAM inventory was conducted and signed by the previous Commanding Officer.
3. I direct that you take the following corrective actions:
  - a. You must make a personal commitment to rededicate yourself to being a Naval Officer and a leader in FORREST SHERMAN.
  - b. By 1 April 2020 work with [REDACTED] to ensure the KOAM program is fully reviewed and any discrepancies are documented in a Plan of Actions and Milestones (POAM).
  - c. Ensure all incidents, Practices Dangerous to Security, and Admin discrepancies discovered during the review are reported appropriately in accordance with CMS-1.
  - d. Assist [REDACTED] in creating a tailored NAVEDTRA 43462-2A 301 Local Element PQS, creating standard training for all personnel looking to be qualified in 301 Local Element, and that all personnel qualified in 301 Local Element receive the standard training.



Subj: LETTER OF INSTRUCTION

e. Give weekly reports on the status of the POAM to include items accomplished and way forward through the chain of command.

4. Any further deficiencies in your performance and/or conduct could result in punitive actions and your dismissal from USS FORREST SHERMAN (DDG 98).

5. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect that you will conduct yourself in a manner that is conducive with the responsibilities and authority that I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

[REDACTED]

[REDACTED] MAZZARELLO

[REDACTED]

Executive Officer



DEPARTMENT OF THE NAVY  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
23 Sep 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105  
(c) SORM OPNAVINST 3120.32D

1. This Letter of Instruction is issued per references (a) and (b) to discuss specific measures required to correct deficiencies related to your performance as Main Propulsion Assistant in FORREST SHERMAN. Your performance requires improvement primarily because of a lack of effective oversight, passive management approach, and working relationship with [REDACTED].
2. The overall standards in the engineering spaces are unsatisfactory. As the Main Propulsion Assistant it is your responsibility to conduct periodic walkthroughs of all engineering spaces. Based on the sheer volume of pooled lube oil, out of calibration gauges, and other significant discrepancies in both main spaces it is clear you are failing in this primary duty. During my and the Executive Officer's (XO) walk around we found the bilges littered with oily rags and other trash, a sheen prevalent in both bilges, and a shoe polish canister taped to the side of IA Gas Turbine Motor Module to replace the pressure pad used to actuate the modules inlet plenum lighting. This current condition of the engineering spaces points to a clear lack of ownership and oversight by you and engineering khaki.
3. Procedural compliance in the Engineering Department is also lacking. On the morning of 19 September 2019 your Engine Room Operator reported the strong smell of fuel in Main Engine Room (MER) Two. Instead of calling away the casualty in accordance with Engineering Operational Casualty Control (EOCC) procedure MMFOL he chose to contact the on watch Oil King, who rightfully secured the fuel purifier but also failed to call away the casualty. The leak was estimated to be at a larger threshold than what we normally conduct EOCC drills at for flammable liquids in the bilge and neither the Engineering Officer of the Watch nor you made the proper and timely reports to me or the Officer of the Deck and appraise us of this significant casualty. It was hours later that I was finally informed of this casualty. This is unacceptable and in direct contravention of my standing orders and written procedures.
4. In my observation you have been emboldened by [REDACTED] lack of technical knowledge and her tendency to abdicate her authority as Chief Engineer to you. This will be addressed with her subsequently; however the fact remains that unless otherwise directed [REDACTED] is the Chief Engineer and as the Main Propulsion Assistant you report to her IAW reference (c) paragraph 3.12.3.c. I expect a free flow of communications between the both of you.

Subj: LETTER OF INSTRUCTION

5. I do not doubt your technical abilities; however your actions described in this letter bring question to your decision making and your commitment to ensuring FORREST SHERMAN's success over your personal frustration with your Department Head.
6. Take the following actions:
- Fulfill your SORM assigned role as one of Engineering Department's Principal Assistants. I need you to step up and lead, aggressively enforce strict procedural compliance, and unwavering standards of cleanliness and good engineering practices. The level of ownership by engineering khaki is lacking and must improve immediately.
  - You will walk all engineering spaces twice per day, morning and evening using the safety walkthrough checklist that will be provided by the Executive Officer. You, along with the Top Snipe will inspect all engineering main spaces using that checklist. You will assist [REDACTED] in creating a properly tabbed binder to retain inspection records for a minimum of 30 days. You will report completion of your daily walkthroughs to the [REDACTED] and she will report to me via the XO any major discrepancies until further notice.
  - Conduct an audit of the EOSS program utilizing the ASA check sheet and only engineering department khaki and determine the true state of the program. Page-check every book, ensure all pages are in good repair, all lanyards are in place and every book is at its applicable watch station. Report completion to [REDACTED] by 1 November 2019.
  - Develop a table of contents of all "Local Procedures" used in engineering department. Ensure all procedures are up to date with the applicable references, signed by myself and the location of each procedure is documented in the table of contents, which shall be maintained in CCS. Report completion to [REDACTED] by 1 November 2019.
5. Understand that this letter is non-punitive in nature and does not become a part of your permanent record. Any further deficiencies in your performance and/or conduct could result in punitive actions and your dismissal from USS FORREST SHERMAN (DDG 98).
6. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect that you will conduct yourself in a manner that is conducive with the responsibilities and authority that I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

[REDACTED]  
E. J. AZZARELLO  
[REDACTED]

Copy to:  
Executive Officer



DEPARTMENT OF THE NAVY  
USS FORREST SHERMAN (DDG 98)  
FPO AE 09569-1214

1616  
DDG 98/CO  
28 Sep 2019

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105  
(c) UCMJ Article 89

1. This Letter of Instruction is issued per reference (a) to discuss specific measures required to correct your deficiencies related to your unprofessional conduct, blatant disrespect and egregious lack of professionalism.

2. Specifically:

On 23 September 2019 it was reported to me by more than one individual that after I verbally counseled you on the unsatisfactory conditions in the engineering plant and expectation of rapid improvement that you in front of other individuals stated that "the CO's idea is stupid, I am not doing that, and he can DFC me if he wants" and that "you did not ask to come here, you were told to come here." On 24 September 2019 I called you into my stateroom with the Executive Officer present to ascertain if this serious accusation was true. Without hesitation you confirmed that you had made the statements and that you had done so because you felt "you were treated poorly over the last year." I cannot speak to how you were treated prior to my arrival on 4 September 2019, but since my arrival you were afforded every opportunity to excel. The tasks assigned to you in your LOI were assigned because of the lack of confidence I have in your ability to establish and maintain a culture of procedural compliance and basic engineering standards.

3. To be clear your disrespectful and disruptive conduct will not be tolerated. To impress upon you the seriousness of your misconduct, I am issuing you this second LOI in as many days. Your conduct is approaching a violation of Uniform Code of Military Justice Article 89: Disrespect toward a Superior Officer. I will not tolerate your subversive behavior and want to clearly warn you that you are standing into danger. If you cannot or will not put this ship, its mission and your duty above your over inflated ego you are free to resign your duties as the Main Propulsion Assistant effective immediately.

4. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect that you will conduct yourself in a manner that is conducive with the responsibilities and authority that I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

[REDACTED]  
F. J. AZZARELLO  
[REDACTED]

Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98 CO  
25 May 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-010  
(b) JAGMAN 0105

1. This Letter of Instruction is issued per reference (a) and (b) to discuss specific measures required to correct deficiencies related to your performance as Engineering Officer of the Watch (EOOW) in FORREST SHERMAN. You failed in your duties primarily due to your inability to enforce strict procedural compliance, a lack of attention to detail, and a lack of standards I expect from an Engineering Officer of the Watch.

2. The deficiencies in your performance are identified as:

a. You failed to adhere to and enforce a standard of strict procedural compliance in adhering to Engineering Operational Sequencing System (EOSS).

b. You allowed subordinate watchstanders to become complacent while on watch and failed to uphold the standard.

c. Specifically:

(1) On 22 May 2020, the Executive Officer (XO) discovered that the NR3 Gas Turbine Generator (GTG) head tank fill valve had been left open and on constant fill, which is not in accordance with EOSS procedure FOTG. When asked about the position of the NR3 GTG head tank valve, you downplayed its significance. The procedure for filling NR3 GTG head tank clearly states that the fill valve should only be opened when required. This has been a known issue during deployment after the ship lost power as a result an improper fuel alignment. After this incident, a feedback report was submitted to NAVSEA requesting that NR3 GTG head tank be left in the open position and filling while NR3 GTG was running. This request was denied, and furthermore was advised against implementing since having a constantly pressurized fuel system run through an unattended space presented an unnecessary fire hazard. Although you and all watchstanders were trained on the proper fuel alignment when operating NR3 GTG, you failed to ensure its proper alignment. As the EOOW on watch it is your duty to ensure the systems under your purview are properly aligned and operating in parameters. You failed to enforce the standard and seem to not understand the seriousness of failing to follow proper written procedures when operating an engineering plant. Your failure to follow procedure could have endangered my ship and the lives of my crew.

Subj: LETTER OF INSTRUCTION

3. The following corrective actions will be taken:


a. I am rescinding your qualification as EOW and Officer of the Deck to facilitate you focusing on improving your performance and earning my trust. You will qualify Sound and Security and work to requalify EOW once complete.

b. You will accomplish 20 hours of Extra Military Instruction. Specifically, you will walk ALL fuel alignments that fall under FOTG. Once complete you will personally train every Oil King and Propulsion System Monitor, individually walking them thru the entire system alignment. You report all discrepancies to the XO and ensure they are corrected within five days of your findings.

4. Any further deficiencies in your performance and/or conduct could result in punitive actions and your dismissal from FORREST SHERMAN.

5. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect that you will conduct yourself in a manner that is conducive with the responsibilities and authority that I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the XO or I am always available.

  
E. J. AZZARELLO

  
Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
15 Jan 20

From: **Commanding Officer, USS FORREST SHERMAN (DDG 98)**

To: [REDACTED]

Subj: **LETTER OF INSTRUCTION**

Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105  
(c) OPNAV 3120.32D

1. This Letter of Instruction is issued per references (a) and (b) to discuss specific measures required to correct deficiencies related to your performance as Ordnance Officer in USS FORREST SHERMAN. You are failing in your duties primarily because of an unacceptable passive management approach, lack of initiative, and inadequate planning.

2. The deficiencies in your performance are identified as:

a. After multiple Explosive Safety program reviews I am deeply concerned at the lack of preparation, attention to detail, and general disorganization of the programs under your cognizance. I have provided clear direction and my expectation that the administrative requirements of all programs shall be organized in accordance with the line items in the ASA check sheet. Thus far all of your programs have failed to meet that simple standard. Additionally, I have found routine discrepancies that you should have identified and corrected prior to my assessment of your program. This tells me that you are not taking ownership of your programs and lack the initiative required to ensure your programs are maintained and effective in accordance with current instructions and references.

b. You have not displayed the drive and initiative required to succeed as a Division Officer. You fail to plan ahead and properly track assigned tasks and requirements.

c. Specifically:

(1) You have failed to properly route the monthly Ammo Inventory Report in a timely manner. On 14 January 2020 you routed Monthly Ammo Inventory Reports for the months of August 2019, September 2019, October 2019, November 2019, and December 2019. The August 2019 report should have been routed to and signed by the previous Commanding Officer but was not. The subsequent reports should have been routed to me for signature at the end of the month. Your excuse that the NIPR outage affected your ability to draft and route this required inventory report is offensive. It is unfathomable that for four months you failed to route a single monthly report. I find your lack of professionalism disconcerting and have grave reservations about the frequency and accuracy of this required inventory. It appears you only

Subj: LETTER OF INSTRUCTION

routed these inventory reports to attempt to correct this egregious administrative failure prior to my upcoming inspection as a part of the Explosive Safety Reviews.

(2) On 9 January 2020, while conducting the Explosive Safety Review of Ready Service Lockers (RSL) it was clear to me that you were not familiar with the contents of the check sheet nor had you looked at the condition of the two RSL's. You could not answer my basic questions and it was obvious by the lack of cleanliness that you did not inspect them prior to my spot check.

3. The following corrective actions will be taken:

a. Review chapter 3 and 3.34 of reference (c) to refresh your knowledge of the duties and responsibilities of a Division Officer.

b. Establish a management and organizational structure that enables you to keep track of the tasks inside your area of responsibility. There are many different methods that can be effective. Being a successful division officer begins with being able to complete assigned tasking and ensure deliverables are submitted on time.

c. Establish an objective and rigorous periodic review process for all of the programs and qualifications under your cognizance. It is your duty to provide proper oversight of these programs and qualifications via thorough reviews. Discrepancies will be tracked in Weapons Department's 8 O'clock reports.

d. You will remain as Junior Officer of the Deck and not permitted to make reports to me until you can properly execute your duties as a Division Officer. Once you demonstrate you take your Division Officer responsibilities seriously, then I can trust you to take bridge watchstanding seriously and will be allowed to progress to the next level for qualifications.

5. Failure to improve your performance and conduct yourself professionally will result in your removal of from the Officer of the Deck qualification process, Surface Warfare Non-attainment, or possibly Detachment for Cause (DFC) process.

6. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect that you will conduct yourself in a manner that is conducive with the responsibilities and authority that I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

  
E. J. AZZARELLO  






**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
20 Apr 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105  
(c) OPNAV 3120.32D

Encl: (1) Mentor Log

1. This Letter of Instruction is issued per references (a) and (b) to discuss specific measures required to correct deficiencies related to your performance as Ordnance Officer in FORREST SHERMAN. You are continuing to fail in your duties primarily because of an unacceptable passive management approach, lack of initiative, inadequate planning, poor communications, and a lack of follow up.

2. The deficiencies in your performance are identified as:

a. After multiple Explosive Safety Program (EXPSAF) reviews you have failed to take prompt and effective action. I am deeply concerned at your lack of preparation, attention to detail, and general disorganization of the programs under your cognizance. I have provided clear direction and my expectation on these programs. Thus far all of your programs have failed to meet that simple standard. My concerns with you and your performance were further substituted during an impromptu EXPSAF review which I requested our ISIC, CDS 28 to conduct on 9 April 2020. The results of this review tell me that you are not taking ownership of your programs and lack the initiative required to ensure your programs are maintained and effective in accordance with current instructions and references.

b. You have not displayed the drive and initiative required to succeed as a Division Officer. You fail to plan ahead and properly track assigned tasks and requirements and CG Division has struggled under your leadership.

c. Specifically:

(1) As the EXPSAF Warfare Lead, you have failed to ensure all stake holders are aware of and act upon any discrepancies in their purview. Specifically:

Subj: LETTER OF INSTRUCTION

(a) Although you personally inspected all Ready Service Lockers (RSL's) and created a discrepancy list identifying gapped gaskets, you never followed through to ensure [REDACTED] employed his team to fix them.

(b) Although you identified the need to train Duty Master at Arms (DMAA) and Duty Armorers on AA&E, you failed to consult with or seek help from [REDACTED] the CMAA, or [REDACTED] the ATO. It took too long to get the training developed and then provided to the crew. This delayed duty section assignments and placed undue stress on the crew.

(2) On 28 January 2020, you presented me with an Explosive Safety Survey that had been completed in October 2019 that you failed to route in a timely manner. Before the meeting you were instructed by [REDACTED] to get it signed by the XO, but you failed to do that. After the meeting you again failed to route the survey to XO and myself after being instructed again by [REDACTED]. During the same meeting I directed you to consolidate all explosive safety program hits into a single memo. Despite being reminded numerous times by [REDACTED] you did not complete the memo until 9 April 2020, more than three months after it was assigned.

(3) [REDACTED] and I have to routinely push you to update the status in the Weapons Department 8 O'clock reports and the EXPSAF discrepancies POA&M. On 9 April 2020, I requested our ISIC, CDS 28 to conduct an impromptu EXPSAF review. All of the discrepancies found were previously identified and of which you have been repeatedly directed to track and correct. The most egregious of these discrepancies included:

(a) Four Gages that you reported were calibrated more than three weeks prior did not have calibration stickers placed on them. This is especially frustrating given the attention that I have placed on Gage Calibration. [REDACTED] was assigned EMI and his Liberty was curtailed in Jebel Ali, UAE due to the poor management of your Division's Gage Calibration program.

(b) Material Handling Equipment (MHE) instructor/licenser designation letters that were previously routed and signed by me were lost and never made it to the appropriate binder.

(c) Despite my countless reminders to walk your spaces daily and ensure all spaces are secure for sea, CDS 28 discovered some major discrepancies in that ammunition and MHE was not secured for sea.

3. The following corrective actions will be taken:

a. You and [REDACTED] will inspect every magazine and all CG Gages to ensure we are secure for sea and that gage calibration is 100 percent. Report completion to [REDACTED] by 27 April 2020.

b. You shall brief [REDACTED] daily on EXPSAF concerns.

Subj: LETTER OF INSTRUCTION

c. In accordance with reference (c), paragraph 3.35 you will be assigned as an assistant Division Officer under [REDACTED] to afford you oversight and guidance. Additionally, [REDACTED] will be assigned to assist you in managing EXPSAF. By 24 April 2020, brief [REDACTED] on how you intend to utilize him.

d. You shall conduct formal mentorship sessions weekly with [REDACTED] and the DLCPO to enhance your professional development. Be prepared to discuss your battle rhythm to include tracking methods, processes, and qualification progress. You will utilize enclosure (1) to track your mentor sessions.

e. You will remain as a Conning Officer until you can properly execute your duties as a Division Officer. Once you demonstrate that you take your Division Officer responsibilities seriously, then I can trust you to take bridge watchstanding seriously and will be allowed to progress to the next level for qualifications.

5. Failure to improve your performance and conduct yourself professionally will result in the removal of your OOD qualification and my recommendation for Surface Warfare Non-attainment or possibly Detachment for Cause (DFC) process.

6. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect that you will conduct yourself in a manner that is conducive with the responsibilities and authority that I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the XO or I am always available.

[REDACTED]  
F. J. AZZARELLO

[REDACTED]  
Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
20 May 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-010  
(b) JAGMAN 0105

1. This Letter of Instruction is issued per references (a) and (b) to discuss specific measures required to correct deficiencies related to your performance as After Steering Safety Officer (ASO) in USS FORREST SHERMAN. Your performance has been unsatisfactory and this letter is issued to document those deficiencies and provide you a path for correction.

2. On 4 May 2020, you failed to ensure all four Hydraulic Power Units (HPUs) were started and in run prior to the setting of Maximum Engineering Reliability prior to getting underway from anchorage. As the ASO it is your responsibility to ensure FORREST SHERMAN's steering gear system and its support systems are aligned in accordance with (IAW) Engineering Operational Sequencing System and my Standing Orders. You failed to ensure all four HPUs were placed in run IAW Standing Order 11. Additionally:

a. As the ASO you failed to have a questioning attitude and properly inspect the steering gear equipment in the space and verify via the Aft Steering console that the HPUs were properly aligned for getting underway from anchorage. It is your duty to verify that all four HPUs are up to temperature, in run and that the "A" steering gear units are engaged as briefed. Your failure to take your responsibility as ASO seriously is unsatisfactory and leads me to question your level of knowledge and commitment to being a key watchstander.

b. You also failed to request permission from the Officer of the Deck to restart 1B HPU to restore steering gear system redundancy. This passive approach to your duties leaves me to believe you do not understand the gravity of the situation when the ship is operating near shoal waters.

3. The following corrective actions will be taken:

a. I am removing your qualifications as Officer of the Deck, and Helm Safety Officer effective immediately until you earn my trust, demonstrate the appropriate level of maturity, a questioning attitude, and attention to detail. You shall begin the requalification process immediately in all the above referenced watchstations.

Subj: LETTER OF INSTRUCTION

4. Your actions, attention to detail, and level of focus must improve if you expect to earn my trust. Failure to improve your performance and conduct yourself professionally will result in Surface Warfare Non-attainment or possibly Detachment for Cause (DFC) process

5. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

  
F. J. AZZARELLO

Copy to:  
Executive Officer

Mentor Log

missing weeks

Date	Topics Discussed	SNM Comments	Initial	Mentor Comments	Initial	Senior Mentor Comments
22 APR 20	401 Organization	- Discussed need to look further out than a few days. - Recommended to buy a planner	ML	- Discussed methods of buying rings / start ring tracking - Actionable items in LOI	CE	
26 APR 20	- Progress - Need to regiment the day - Need to bring daily battle rhythm	- Explosive safety doing better - Excited to do the drive work of leading people / managing equipment / maintenance	BM	- Noticeable increase in performance. - Glad to see he started the TUE calendar	CE	



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09589

1616  
DDG 98/CO  
12 Nov 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105

1. This Letter of Instruction is issued per references (a) and (b) to discuss specific measures required to correct deficiencies related to your performance as KMI Operating Account Manager (KOAM) in USS FORREST SHERMAN. Your performance has been unsatisfactory since assuming this duty in June 2020 due primarily to a lack of being proactive and communicating issues to your chain of command. This letter is issued to document and remedy these deficiencies.

2. During recent events it has become evident that you are not providing the requisite amount of attention to detail required for successful management and reporting of the Command's KMI. Specifically:

a. You did not correct issues with your keys and that of your alternate KOAM, [REDACTED] and you did not attempt to resolve them as quickly as possible.

b. Your poor practices that allowed a KOAM alternate to take inappropriate actions leading to a KMI incident. This risked security to FORREST SHERMAN and integrity to the vault.

c. You failed to keep a meticulous record of audits of KMI COMSEC materials.

d. You failed to organize and lead an effective team.

3. I direct that you take the following corrective actions:

a. You must make a personal commitment to rededicate yourself to being a Naval Officer and a leader in FORREST SHERMAN.


b. By 15 January 2020 work with [REDACTED] to ensure that the KOAM program is fully reviewed and all discrepancies are documented in a Plan of Actions and Milestones (POAM).

c. Ensure that all incidents, Practices Dangerous to Security and administrative discrepancies discovered during the review are reported appropriately in accordance with CMS-1

**SUBJ: LETTER OF INSTRUCTION**

- d. Give weekly reports on the status of the POAM to include items accomplished and way forward through the chain of command.
  - e. Work as a team with the other KOAM's to think ahead and walk through potential issues.
  - f. Work with CMC to identify a CPO mentor outside your division to help mentor and guide your on interactions with your current divisional CPO.
  - g. You will suspend visits to USS HARRY S TRUMAN and other organizations during working hours to work on your qualifications. You are free to conduct outside working hours and once you complete my direction in para 3.b, you will meet with me to discuss a path forward.
4. Any further deficiencies in your performance and/or conduct could result in punitive actions and your dismissal from FORREST SHERMAN.
5. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect that you will conduct yourself in a manner that is conducive with the responsibilities and authority that I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

  
F. J. AZZARELLO

  
Copy to:  
Executive Officer  
Senior Watch Officer





DEPARTMENT OF THE NAVY  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
26 Aug 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-010  
(b) JAGMAN 0105

1. This Letter of Instruction is issued per reference (a) and (b) to discuss specific measures required to correct deficiencies related to your qualification progression and performance as a Division Officer.

2. Since your arrival I have had several discussions with the Wardroom where I stated my expectations for qualifications and watchstanding. Over the past months your progression has slowed to a crawl and you have not demonstrated the requisite effort or initiative you earn several required qualifications. Specifically:

a. Nothing about this job is personal. A bad watch or a rough evolution is not a reflection of your quality as a human being, and needs to be taken as a lesson learned, not a mark made. Do your best not to repeat mistakes, but don't dwell on mistakes for any longer than they are useful to you. With the amount of underway time you have, you should be significantly closer to qualifying Officer of the Deck (OOD). I do not see the aggressiveness in pursuit of qualifications that I would be expected of a Division Officer seeking to earn her pin. You have had several opportunities to schedule and take an OOD Junior Officer board and have thus far failed to schedule one.

b. You were assigned to complete DC PQS 307, 308, 309, and Division Officer Afloat during deployment which you did not complete on time. You were assigned a new completion date of 5 June 2020. You also failed to meet this deadline and you were ordered to have it completed during Post Operational Movement (POM) leave. Unacceptably, you again failed to work on your qualifications and your Department Head again set another deadline which you have not been able to meet. You have acknowledged these deadlines and have still failed to meet them. Other Division Officers were able to meet and get these qualifications without as many extensions as you have been provided. This is extremely disappointing as your Division Officer duties are minute compared to those who have completed their qualifications. It is clear that your qualifications are not a priority for you nor is direction from your Department Head.

c. When your role as a Division Officer changed to CC division you were tasked to become well versed on CANES by your Department Head and finish turnover by 31 July 2020. You failed to meet this deadline and dragged your feet until 19 August 2020 when you said you were ready to show your Department Head that you have assumed the duties. Your failure to meet this mark demonstrates to me your lack of interest and drive to meet deadlines and the sense of urgency required to be an effective Division Officer.

d. You were asked to take over the Cyber and CCC warfare areas by 31 July 2020. You took until 7 August 2020 to conduct an ASA review and update the review on the departmental 8 o'clock reports.

Subj: LETTER OF INSTRUCTION

Warfare binder management is core to divisional responsibilities and you need to get on track with managing the program.

3. Regardless you have been deployed onboard FORREST SHERMAN for six months and have been inport for three months. In that time you were allotted significant time, yet I assess your overall level of knowledge and leadership ability as below average. Based on my assessment of your proficiency, leadership, maturity and level of knowledge as a Division Officer and OOD U/I; at this time I do not believe you are on a clear path to obtaining your OOD qualification and subsequent SWO qualification. You have not exhibited the maturity or level of knowledge needed to be an OOD, and effective Division Officer, nor have you earned my trust.

4. The following corrective actions will be taken:

a. You will complete DC PQS 309 by 4 September 2020, DC 318 by 23 October 2020, and ATTWO by 9 October 2020. You will schedule an OOD U/W JO board and complete a JO murder board every week until you pass.

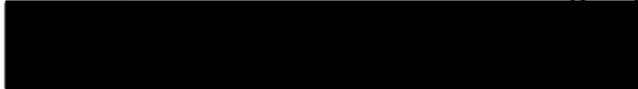
b. Every week you will brief me on the installation status of CANES, and any concerns/issues that arise.

c. You will speak to the Plans and Tactics Officer about your warfare area binders, and every week you will present Cyber and CCC binders to him for review until it passes his criteria.

5. Your actions, responses to issues, and decision making as a Division Officer must improve if you expect to earn my trust and obtain increased responsibility on the bridge. Failure to improve your performance and conduct yourself professionally will result in your removal of from the OOD qualification process, Surface Warfare Non-attainment or possibly Detachment for Cause (DFC) process.

6. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

  
F. J. AZARELLO

  
Copy to:  
Executive Officer  
Senior Watch Officer



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
11 Oct 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105

1. This Letter of Instruction is issued per references (a) and (b) to discuss specific measures required to address your blatantly sexist comments while standing watch on the bridge in USS FORREST SHERMAN (DDG 98).
2. Your sexist comments in regards to women serving in the United States Navy created an unacceptable hostile work environment on the bridge and within your watch team. One of your peers, a female officer, came forward with complaints about your abrasive comments about women serving in the Navy. Specifically, you stated to a female junior officer that the Navy would be a better organization if women were not allowed to serve and we went back to all male ships. Your ignorant comment is demeaning, belittling, and not in alignment with the culture I am working to create and current Navy core values. Your unprofessional behavior will not be tolerated and has no place in FORREST SHERMAN. This behavior is toxic, it undermines good order and discipline on my ship, and it damages your own moral authority. I will not tolerate discrimination of any kind! On my ship we shall have a culture of respect, professionalism, and inclusion. If you disagree with this, you are free to resign your commission immediately.
3. The following corrective actions will be taken:
  - a. You will write a 600 word essay on the contributions of women to the success of the United States Navy, to include the contributions of Rear Admiral Grace Hopper and Admiral Michelle Howard. This will be submitted to the Executive Officer by 17 October 2019.
4. Any further deficiencies in your conduct could result in punitive actions and your dismissal from USS FORREST SHERMAN (DDG 98).
5. This letter is designed to aid you in correcting deficiencies in your conduct as described above. The entire chain of command is available to assist you in any way possible. I fully expect that you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

[REDACTED]  
F. J. AZZARELLO  
[REDACTED]

Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
27 Aug 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-010

(b) OPNAVINST 3120.32 (Series)

1. This Letter of Instruction is intended to formally document and address specific measures required to correct deficiencies related to your unsatisfactory performance as a Division Officer, Warfare Lead and as Morale, Welfare, and Recreation (MWR) Officer.

2. Your overall performance has continually degraded since you were qualified as a Surface Warfare Officer. The deficiencies in your performance are identified as:

a. Your performance as a watchstander is in general, lack luster and watch bills have to be created to support your weaknesses. You display little command presence and I question your judgment at times. The same goes to your performance as a Division Officer, which leads you to be one of the Division Officers I have difficulty trusting. The TTWCS replacement POA&M you were directed to provide in July was poorly developed and failed to coherently capture the status of the replacement. It was returned to the Weapons Officer to be revised and I have still yet to receive the requested document.

b. On 17 August 2020, you were unprepared for a Strike Warfare/Naval Surface Fire Support Program Review with the Plans and Tactics Officer (PTO) that was designed to ensure your program administration was aligned correctly before the STW A-1 inspection with ATG scheduled in November 2020. I find it egregious that you failed to ensure you were prepared for an administrative courtesy review. Once the determination that your program was "At-Risk" was promulgated, you failed to follow up with PTO to schedule a re-inspection of program binders as directed.

c. On 24 August 2020 you were tasked to conduct a follow up warfare review with me. The slides you presented to me were inaccurate, demonstrating you failed to fully grasp the required level of detail and professionalism I expect from a Warfare Lead. The very top of the very first slide was incorrect, which tells me you either don't understand the level of attention to detail required of Warfare Lead or you simply lack the required amount of care and professionalism I demand of an officer and program manager. You wasted my time and your lack of preparation for a 2<sup>nd</sup> program review points to a lack of professionalism that is unacceptable.

d. Your performance as MWR Officer since returning from deployment has been below par. Everything MWR related is a constant pull and what work you are directed to complete is halfhearted and requires rework. You failed to ensure that you and the MWR committee were





**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)

UNIT 100327 BOX 1

FPO AE 09569

1430

DDG 98/CO

16 May 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105  
(c) NAVEDTRA 43101-4G  
(d) FSHINST 3000.1 (Series)

1. This Letter of Instruction is issued per reference (a) through (d) to discuss specific measures required to correct deficiencies related to your poor bridge watchstanding. Your performance has been unsatisfactory and this letter is issued to document these deficiencies and provide you a path for correction.
2. Your removal from OOD (U/I) is due to your lack of maturity, self-control, attention to detail and level of knowledge, resulting in my inability to endorse your increased responsibility in watch standing. When I have observed your actions they seem forced and driven by the Officer of the Deck, not those of a person hungry for increased responsibility and promotion. Unfortunately, you have moved in the wrong direction in obtaining your OOD qualification and subsequent SWO qualification. Specifically:
  - a. On 8 May 2020, when you were the Conning Officer during a RAS I relieved you due to poor station keeping. You have more than seven months of continuous conning experience additional schooling and I still cannot trust you to maintain station during a RAS or any other evolution without specific and direct supervision.
  - b. On 9 May 2020, after being dispatched by our ISIC at full speed to make contact with a vessel requiring assistance you failed to take prompt and aggressive action to ascertain her status and the current situation. You showed no forethought or drive to determine what needed to happen or ask why. You simply did a radio check with them, showing you are no more than just a passive watchstander waiting to be told what to do, vice an Officer that should be leading.
  - c. On 10 May 2020, when I came to the bridge, you ignored me instead of providing an update to what events were going on. You chose to continue your conversation with your watch team, vice acknowledging me. In turn I removed you from the bridge due to your sarcastic attitude. Later when I verbally counseled you, you stated that you did not understand the responsibility of being an OOD. You have attended multiple Navy schools specifically to prepare you to be an OOD, been continuously deployed for seven months and are a Commissioned Officer. I am completely dumbfounded in the fact that you would make that

Subj: LETTER OF INSTRUCTION

statement and do not understand the responsibilities of an OOD. This leads me to have zero confidence in you as an Officer and as a bridge watchstander.

3. The following corrective actions will be taken:


a. You will be demoted to JOOD to help round out your exposure with different watch stations in order to help provide you with a different perspective.

b. Consequently you have been onboard FORREST SHERMAN since October 2019 and have significant underway time due to the ships schedule, yet I assess your overall level of knowledge as below average. Based on my assessment and the input of your over instruction OOD's of your performance, proficiency, leadership, maturity and level of knowledge; at this time I do not believe you are on a clear path to obtaining your OOD qualification and subsequent SWO qualification. You have not exhibited the maturity or level of knowledge needed to be an OOD, nor have you earned my trust.

4. Your actions, responses to issues, and decision making must improve if you expect to earn my trust and obtain increased responsibility on the bridge watch team. Failure to conduct improve your performance and conduct yourself professionally will result in your removal of from the OOD qualification process, Surface Warfare Non-attainment or possibly Detachment for Cause (DFC) process.

5. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

  
F. LAZZARELLO

  
Copy to:  
Executive Officer  
Senior Watch Officer



DEPARTMENT OF THE NAVY

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09589

1611  
DDG 98/CO  
9 Nov 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-010  
(b) OPNAVINST 3120.32D CH-1

Encl: (1) Mentor Log

1. This Letter of Instruction (LOI) is issued per reference (a) to discuss specific measures required to correct deficiencies in your performance as a Division Officer (DIVO).
2. You have not demonstrated the requisite effort or initiative required to be a DIVO per reference (b) and gained the trust needed to become an Officer Of the Deck (OOD) and a Surface Warfare Officer (SWO). Your struggles continue to call my trust in you into question. Specifically:
  - a. On 2 September 2020, you attempted to meet with the Executive Officer (XO) to "finish" your Division Officer Afloat Personnel Qualification Standards (PQS) by getting the last three line items signed off. At that point, your qualification was already 5 days overdue per the qualification Plan of Action Milestone (POAM) you signed and as assigned by the Senior Watch Officer. The XO discovered there were multiple line items across numerous pages still in need of signature. This demonstrates a profound lack of attention to detail and once again wasted a senior officer's time due to your inability to ensure you were prepared for an event that you scheduled.
  - b. On 3 September 2020, after being given guidance from your Department Head (DH) to have everything ready for a spot-check with me, you failed to ensure that the grading sheet and Sailor accomplishing the spot check were present and prepared. You did not ensure your Division was prepared, and when confronted with the issue looked to shift blame from yourself onto the Work Center Supervisor CS and others. This is not the ownership, leadership, and foresight expected of a junior officer ready for more responsibility.
  - c. You reviewed and signed a tracker with the Senior Watch Officer committing to completing Damage Control (DC) PQS 307, 308, and 309 in September 2020. As of 6 November 2020, you have scheduled boards but have not yet completed these qualifications. Furthermore, you have not taken an active role in managing your own qualifications by communicating the status, issues, and requesting potential changes with the Senior Watch Officer until you're given repeated directives from your DH to do so.
  - d. On 26 October 2020, OI failed their Division in the Spotlight (DITS) review due to their 3M and PQS programs. Your Division's administration scores from SKED were the lowest received in the year I have been in Command. 25 percent of your Division was missing PQS Indoctrination dates. Additionally, Sailors were not assigned maintenance and DC PQS which are qualifications that are crucial for the life of the ship, but most importantly, are the cornerstones that everyone has to be engaged for as



Subj: LETTER OF INSTRUCTION

we move into Damage Control Material Assessment and Light Off Assessment which we cannot afford to fail at.

3. All your actions show me that you have an unacceptable comfort with wasting Senior Officer's time and you do not grasp the most basic concepts of leadership and management. Multiple verbal counseling sessions, Letters of Instruction, and mentoring from other Officers have not corrected your apparent lack of maturity, lack of ownership, shirking of accountability, and demeanor throughout your time onboard. Your lackadaisical attitude managing your own qualifications, your Division's qualifications, personnel must be corrected in order to be successful as a Naval Officer. You continue to display bad habits and poor judgement that have endangered your OOD and SWO qualification. I find you are not motivated to be an effective Division Officer. You have not demonstrated the prerequisite aptitude, mannerisms, or personal conviction to be qualified as an OOD or SWO, nor have you earned my trust.

4. Therefore the following actions will be taken:

a. You are directed to re-engage in your role as OI DIVO, and to correct the deficiencies that have been noted above and in previous counseling sessions. In order to give you the opportunity to grow in these areas you are assigned as the Operations DITS Coordinator to assist the Department in managing their personnel and equipment tracking. You will retain responsibilities as SW Warfare Lead and VI Officer.

b. You are charged with meeting the following:

(1) With your WCS, you will complete a SEER with 3MC or the Command 3MA by 18 November 2020 in order to determine the effectiveness of the maintenance program and ensure all corrections have been made. You will complete monthly SEERs with the Departmental 3MA or Command 3MA until the completion of the 3M AS-1 to ensure your program remains effective.

(2) By 20 November 2020, you will provide a Divisional status of OI's personnel, PQS, training, and CSMP to me through the Operations Officer. This is to ensure that OI is prepared for the Basic Phase and to establish the baseline of the management for your Division.

(3) Your PQS 43241 LCPO/Division Officer qualification for 3M is revoked and you are given a goal date of 25 November 2020 to requalify in order to re-familiarize yourself with your duties within the maintenance program. Your board will be with 3MC.

(4) By 25 November 2020, you will provide to me through the Operations Officer a POAM for all SW and VI related checklists. A lack of focus cannot be applied to our warfare programs and this is to ensure that you are looking ahead at all the requirements we must satisfy for Basic Phase success.

(5) As OPS Department DITS Coordinator, by 1 December 2020 you will provide a POAM for all divisional hits noted in their recent DITS inspections, current status, and path to correction and maintaining the standards of performance.

c. You are assigned weekly mentor sessions with Lieutenant [REDACTED] to discuss your responsibilities as a Division Officer, Career and personal growth, habits, and a course of action to place yourself back on a positive track. These meetings are to be document for my review when I deem necessary using enclosure (1).

Subj: LETTER OF INSTRUCTION

d. You are further directed to meet each of the DH to discuss how they track different methods they use for tracking their responsibilities. Discuss the administrative tools you will use with your Department Head to assist you in excelling in your new role during your first assigned mentor session.

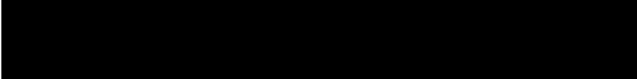
e. You will not be considered for an OOD board until the successful completion of the tasking above and successful completion of your DC PQS 307, 308, and 309. Successful completion of qualifications and the successful leadership and management of you Division are demonstrators that you are ready for the increased responsibility that comes when you are the OOD.

(1) Any further deficiencies in your performance and/or conduct could result in my recommending for SWO Non-attainment. Understand SWO Non-attainment will result in you being processed as training attrite and your name will be forwarded to the Probationary Officer Continuation and Re-designation Board.

(2) Any further deficiencies in your performance and/or conduct could result in punitive actions and your dismissal from FORREST SHERMAN.

(3) This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect that you will conduct yourself in a manner that is conducive with the responsibilities and authority that I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the XO or I am always available.

  
E. J. AZZARELLO

  
Copy to:  
Executive Officer  
Senior Watch Officer

**Mentor Log**

Date	Topics Discussed	SNM Comments	Initial	Mentor Comments	Initial	Senior Mentor Comments



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
20 May 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-010  
(b) JAGMAN 0105


1. This Letter of Instruction is issued per references (a) and (b) to discuss specific measures required to correct deficiencies related to your performance as Helm Safety Officer (HSO) onboard FORREST SHERMAN. Your performance has been unsatisfactory and this letter is issued to document those deficiencies and provide you a path for correction.
2. On 4 May 2020, you failed to ensure all four Hydraulic Power Units (HPUs) were started and in run prior to the setting of Maximum Engineering Reliability before getting underway from anchorage. As the HSO it is your responsibility to ensure FORREST SHERMAN's steering gear system and its support systems are aligned in accordance with (IAW) Engineering Operational Sequencing System and my Standing Orders. You failed to ensure that all four HPUs were placed in run IAW Standing Order 11. Additionally:
  - a. As the HSO you failed to have a questioning attitude and properly inspect the Ships Control Console and verify that the HPUs were properly aligned for getting underway from anchorage. It is your duty to verify that all four HPUs are up to temperature, in run, and that the "A" steering gear units are engaged as briefed. Your failure to take your responsibility as HSO seriously is unsatisfactory and leads me to question your level of knowledge and commitment to being a key watchstander.
  - b. You also failed to request permission from the Officer of the Deck (OOD) to restart 1B HPU to restore steering gear system redundancy. This passive approach to your duties leaves me to believe you do not understand the gravity of the situation when the ship is operating near shoal waters.
3. The following corrective actions will be taken:
  - a. I am removing your qualification as HSO effective immediately until you earn my trust, demonstrate the appropriate level of maturity, a questioning attitude, and attention to detail. You shall begin the requalification process immediately in the above referenced watchstation.
4. Your actions, level of knowledge, and attention to detail must improve if you expect to earn my trust and obtain increased responsibility on the bridge watch team. Failure to improve your

Subj: LETTER OF INSTRUCTION

performance and conduct yourself professionally will result in your removal from the OOD qualification process, Surface Warfare Non-attainment, or possibly Detachment for Cause process.

5. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

  
P. PAZZARELLO

  
Copy to:  
Executive Officer



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
30 Apr 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611  
(b) JAGMAN 0105

Encl: (1) Mentor Log

1. This Letter of Instruction is issued per reference (a) to discuss specific measures required to correct deficiencies related to watchstanding.
2. Since your arrival I have had several discussions with all Officers where I stated my expectations for qualifications and watchstanding. Over the last two months I have been able to observe your performance as Officer of the Deck, Under Instruction (OOD U/I) and I have been disappointed. Specifically:
  - a. Nothing about this job is personal. A bad watch or a rough evolution is not a reflection of your quality as a human being, and needs to be taken as a lesson learned, not a mark made. Do your best not to repeat mistakes, but don't dwell on mistakes for any longer than they are useful to you. Whenever you are questioned or make even a minor mistake you retreat into your shell and become meek to the point that you speak so low I cannot hear you. It was ironic on 26 April 2020, you snapped at the Conning Officer for becoming meek and speaking too low as you do. I also question your ability to deal with stress, as I feel you cannot. Your decision to remove yourself as a reporting watchstander due to you feeling "uncomfortable" with the stress of watch and not discussing that with me shows that you lack the maturity to be on the bridge and that you do not understand your responsibilities as a Naval Officer and bridge watchstanders.
  - b. You stay glued to the radar and rarely use binoculars to scan the horizon and look at applicable contacts, which can only enhance your situational awareness and improve your decision making abilities. During most of your watches, you never raise your binoculars to assess the situation; you remain posted on the radar and continue to rush to make decisions without having all of the information.
  - c. You presume to have more knowledge than you actually do and when challenged by anyone you shrink. Fundamental level of knowledge is built in study and practice. You have repeatedly failed to answer basic level of knowledge questions, you do typically go find the answers to my question which leads me to question what efforts you have put forth to truly learning this profession. You telling me that you have never been down to observe our helo

Subj: LETTER OF INSTRUCTION

being traversed after five months of being deployed and hundreds of flight operations and then telling me you don't know how long it takes is very disappointing. We all have to learn and grow to improve; part of that is adapting and changing, overcoming our weaknesses and improving our strengths.

d. I question your ability to work in a team environment and to lead a bridge team without outside supervision. Watching you blatantly disregard one of your over instruct watches on multiple occasions is disheartening, especially when they provide you sound advice and direction. Additionally, your inability to communicate with me is disturbing and the fact that I can hear what your over instruct watches tell you to say and then you say other things; tells me that you are not focused and have little regard for what others are trying to teach you. Your passive management style led me to remove you from CG Division and place you in a division, which was more suitable for you to grow as a leader. Consequently, your passive management style is manifesting itself on the bridge, which is contributing to some of your deficiencies.

3. Regardless, you have been deployed onboard FORREST SHERMAN for five months and have significant and continuous underway time due to the ships schedule, yet I assess your overall level of knowledge as below average. Based on my assessment and the input of your over instruction OOD's of your performance, proficiency, leadership, maturity, and level of knowledge; at this time I do not believe you are on a clear path to obtaining your OOD qualification and subsequent SWO qualification. You have not exhibited the maturity or level of knowledge needed to be an OOD, nor have you earned my trust.

4. The following corrective actions will be taken:

a. You will be shifted to a different watch section to help round out your exposure with different qualified OODs in order to help provide you with a different perspective.

b. You have a mentor session with your Department Head every Sunday with your SWO Logbook and enclosure (1) to discuss the previous week's watches and discuss what lessons learned you have incorporated. Your Department Head will initial each entry.

c. With the assistance of your Department Head, you will develop a reading list of references and have assigned study time where you will review the references in order to increase your level of knowledge. During the mentor session mentioned above you will provide a written list of topics you studied each week to your Department Head for routing to me.

5. Your actions, responses to issues, and decision making must improve if you expect to earn my trust and obtain increased responsibility on a bridge watch team. Failure to improve your performance and conduct yourself professionally will result in your removal of from the OOD qualification process, Surface Warfare Non-attainment or possibly Detachment for Cause (DFC) process.

Subj: LETTER OF INSTRUCTION

6. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.



F. J. AZZARELLO



Copy to:  
Executive Officer





**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
6 Oct 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-010  
(b) JAGMAN 0105  
(c) COMNAVSURFOR INST 1412.7

Encl: (1) Letter of Instruction ICO [REDACTED] USN dated 30 Apr 20

1. This Letter of Instruction is issued per references (a) through (c) to commend you on your work on qualifying as Officer of the Deck (OOD) (Underway) (U/W) onboard FORREST SHERMAN. As detailed in enclosure (1), you had difficulties in executing duties as a bridge watchstander, since then you have demonstrated the aptitude and the requisite level professionalism of an OOD (U/W) and as a Division Officer. This letter is issued to rescind enclosure (1).
2. You are no longer required to follow the guidance in enclosure (1). However, you are always encouraged to seek mentorship. You are on your way to obtaining the Surface Warfare Officer Qualification and I expect you to qualify by 9 November 2020.
3. This letter is designed to document marked improvement in your watchstanding abilities. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

[REDACTED]  
[REDACTED]  
J/AZZARELLO

Copy to:  
Executive Officer  
Senior Watch Officer



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1430  
DDG 98/CO  
12 Nov 19

**From:** Commanding Officer, USS FORREST SHERMAN (DDG 98)  
**To:** [REDACTED]

**Subj:** LETTER OF INSTRUCTION

**Ref:** (a) MILPERSMAN 1611  
(b) JAGMAN 0105  
(c) NAVEDTRA 43101-4G  
(d) FSHINST 3000.1 (Series)

1. This Letter of Instruction is issued per references (a) through (d) to discuss specific measures required to correct deficiencies related to your inability to stand a proper watch as Officer of the Deck (OOD) onboard FORREST SHERMAN. You are failing to meet the requisite level of aptitude and attention to detail and train others as OOD (Underway) in accordance with reference (c) and (d). This letter is issued to document and remedy these deficiencies.

2. On 1 November 2019 as OOD (Underway) in the Arabian Gulf, you and your watchteam made a sequence of poor decisions regarding the flight operations checklist. You and your watchteam neglected to follow the flight operations checklist in accordance with reference (c). Your OOD (Under Instruction) (U/I) requested permission for engine start from myself without bringing the propulsion plant to split plant in accordance with the checklist. When questioned you and your watchteam gave no reasonable explanation for the decision and then called CCS for split plant. Upon my review of the checklist, I observed an "N/A" present in the split plant block. Again, when questioned about not having permission, nor authorization to mark not applicable, you and your watchteam had no answer, nor a reason why you made the decision. After bringing the plant to split plant, your U/I asked for the deck and engine start. Again, I reviewed the checklist and noticed your team had not maneuvered the ship into the seas and winds, as required. When questioned you had "no excuses" for not following the checklist. You and you U/I were immediately relieved from the watch for disregard of my directives and instructions.

3. As a corrective action, the following actions are required for you to return to bridge watch:


- a. Conduct training with each watchteam on your incident and how to conduct a proper watch.
- b. Remain in the position as OOD (U/I) until you have regained my trust and proved you are ready to resume the responsibility of leading a watchteam.

**Subj: LETTER OF INSTRUCTION**

4. Failure to conduct yourself in a professional manner and follow my directives and instructions will most likely result in my initiating the Detachment for Cause process.

5. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

  
F. J. AZZARELLO

  
Copy to:  
Executive Officer  
Senior Watch Officer



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
11 Oct 19

From: **Commanding Officer, USS FORREST SHERMAN (DDG 98)**

To: [REDACTED]

Subj: **LETTER OF INSTRUCTION**

Ref: (a) MILPERSMAN 1616-080  
(b) JAGMAN 0105

1. This Letter of Instruction is issued per references (a) and (b) to discuss specific measures required to address your blatantly sexist comments while standing watch on the bridge in USS FORREST SHERMAN (DDG 98).
2. Your sexist comments in regards to women serving in the United States Navy created an unacceptable hostile work environment on the bridge and within your watch team. One of your peers, a female officer, came forward with complaints about your abrasive comments about women serving in the Navy. Specifically, you stated to a female junior officer that the Navy would be a better organization if women were not allowed to serve and we went back to all male ships. Your ignorant comment is demeaning, belittling, and not in alignment with the culture I am working to create and current Navy core values. Your unprofessional behavior will not be tolerated and has no place in FORREST SHERMAN. This behavior is toxic, it undermines good order and discipline on my ship, and it damages your own moral authority. I will not tolerate discrimination of any kind! On my ship we shall have a culture of respect, professionalism, and inclusion. If you disagree with this, you are free to resign your commission immediately.
3. The following corrective actions will be taken:
  - a. You will write a 600 word essay on the contributions of women to the success of the United States Navy, to include the contributions of Rear Admiral Grace Hopper and Admiral Michelle Howard. This will be submitted to the Executive Officer by 17 October 2019.
4. Any further deficiencies in your conduct could result in punitive actions and your dismissal from USS FORREST SHERMAN (DDG 98).
5. This letter is designed to aid you in correcting deficiencies in your conduct as described above. The entire chain of command is available to assist you in any way possible. I fully expect that you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

[REDACTED]  
F. J. AZZARELLO  
[REDACTED]

Copy to:  
Executive Officer



DEPARTMENT OF THE NAVY  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
18 Mar 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-020  
(b) JAGMAN 0105  
(c) NAVEDTRA 43101-4G  
(d) FSHINST 3000.1 (Series)

Encl: (1) Mentor Log

1. This Letter of Instruction is issued per reference (a) through (d) to discuss specific measures required to correct deficiencies related to your poor bridge watchstanding. Your performance has been unsatisfactory and this letter is issued to document these deficiencies and provide you a path for correction.

2. Specifically:

a. Since being given the opportunity to stand Officer of the Deck (Under Instruction), you have regressed in your progression as an OOD. Your reports have become less thorough and sometimes lack vital information. I have had to pull operational information that you are required to report to me. Additionally, you fail to properly report information to your Over Instruction OOD. Your demeanor and lack of communication is unprofessional and not to my standards. Your decision on 10 March 2020 not follow my specific instructions to execute steering checks and compass checks in a specific order and not having the foresight to call me when you decided to change my orders is disturbing. These attributes are not indicative of a person demonstrating the ability to become the next Officer of the Deck.

b. I question your ability to work in a team environment and to lead a bridge team without outside supervision. Subordinate watchstanders have commented on your inability to help them or provide useful and effective training. Without the ability to drive a problem or show others how to solve theirs, how will you earn my trust as OOD? Additionally, I have noted and others have commented on your inability to accept criticism. We all have to learn and grow to improve: part of that is adapting and changing, overcoming our weaknesses and improving our strengths.

c. You presume to have more knowledge than you actually do. Fundamental level of knowledge is built in study and practice, not trying to rush through a qualification. You have repeatedly failed to answer basic level of knowledge questions. you do typically go find the answers to my question which leads me to question what efforts you have put forth to truly learning this profession. Your poor performance at two Junior Officer Murder Boards shows your lack off commitment to professional learning that is required to be a successful OOD.

Subj: LETTER OF INSTRUCTION

3. Consequently you have been onboard FORREST SHERMAN since November 2018 and are on your second deployment and have significant underway time due to the ship's schedule, yet I assess your overall level of knowledge as below average. Based on my assessment and the input of your over instruction OOD's of your performance, proficiency, leadership, maturity, and level of knowledge; at this time I do not believe you are on a clear path to obtaining your OOD qualification and subsequent SWO qualification. You have not exhibited the maturity or level of knowledge needed to be an OOD, nor have you earned my trust.

4. The following corrective actions will be taken:

a. You will be demoted to JOOD with the Navigator as your OOD to ensure a base foundation of knowledge is built. Once you have earned his recommendation and if I feel you have advanced appropriately I will reassign you as OOD (U/I).

b. You will have a mentor session with the Senior Watch Officer every Sunday with your SWO Logbook and the attached mentor log to discuss the previous week's watches and discuss what lessons learned that you have incorporated. The Senior Watch Officer will initial each watch entry and sign your mentor log.

c. With the assistance of the Senior Watch Officer you will develop a reading list of references and have assigned study time where you will review the references in order to increase your level of knowledge. During the mentor session mentioned above you will provide a written list of topics you studied each week to the Senior Watch Officer for routing to me.

5. Your actions, responses to issues, and decision making must improve if you expect to earn my trust. Regardless, your current position requires you to be actively engaged to the best of your abilities to obtain your OOD letter and SWO qualification. Failure to improve your performance and conduct yourself professionally will result in your removal of from the OOD qualification process, Surface Warfare Non-attainment, or possibly Detachment for Cause (DFC) process.

6. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

[REDACTED]

R. J. AZZARELLO

[REDACTED]

Copy to:  
Executive Officer  
Senior Watch Officer



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09568

1611  
DDG 98/CO  
22 May 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)

To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-010  
(b) JAGMAN 0105

1. This Letter of Instruction (LOI) is issued per references (a) and (b) to discuss specific measures required to correct deficiencies related to your performance as First Lieutenant and Officer of the Deck (OOD) onboard FORREST SHERMAN. You are failing in your duties primarily because of a lack of initiative, inadequate planning, disorganization, and blatant unwillingness to take corrective measures from orders and advice given from multiple levels within the Chain of Command.

2. The deficiencies in your performance are identified as:

a. You failed to complete the assigned corrective actions ordered by me in your 18 March 2020 LOI and have not shown any attempt to heed the advice and counsel of your Department Head, displaying an unacceptable disregard for authority and unwillingness to grow and adapt that is necessary of an officer and leader.

b. You have not displayed the drive, initiative, and ownership to successfully lead your division. You failed to plan ahead for assigned tasks, track progress, and have consistently failed to meet deadlines.

c. You have failed to follow directions, shown a severe lack of knowledge on watch, and failed to function as a member and leader of your watch team on the Bridge.

d. Specifically:

(1) On multiple occasions you have failed to follow my explicit directions and execute the forethought necessary of an OOD responsible for the safe navigation of my ship and execution of duties assigned to FORREST SHERMAN.

(2) On 16 May 2020, you failed to properly prepare for a pre-Selected Restricted Availability (SRA) walkthrough with me, of jobs relating to OD Division and the Warfare Areas under your cognizance. You displayed a poor understanding of the major work that was scheduled to be conducted in your spaces, took no initiative to find out the status of long lead time materials, and had no understanding of the scope of work requirements. You were clearly

Subj: LETTER OF INSTRUCTION

unprepared although you had an extra two weeks to prepare due to our operational schedule which demonstrate a lack of initiative, poor attention to detail, overconfidence, and an unacceptable lackadaisical attitude.

(3) On 20 May 2020, when asked to produce your mentorship log as set forth in a written order from your 18 March 2020 LOI, you had nothing to turn in because you did not follow my explicit written orders to you. I find this unsatisfactory and a sign of blatant disrespect, disregard for my authority, and clear evidence that you do not take corrective measures seriously when they are designed to assist you in strengthening identified weaknesses.

3. The following corrective actions will be taken:

a. I am removing ALL of your qualifications to include Officer of the Deck, Helm Safety Officer and Basic Damage Control. You will immediately begin the requalification process for all removed qualifications. This includes getting every PQS line item resigned by a qualified individual.


b. You WILL perform weekly mentor sessions with the Operations Officer. Failure to obey this order WILL result in further administrative and punitive actions.

c. You will provide a tracker of all of your SRA work items and parts to the Operations Officer weekly.

4. Your actions, responses to issues, and decision making must improve if you expect to regain my trust. Failure to improve your performance and conduct will result in a Surface Warfare Non-attainment or possibly Detachment for Cause (DFC) process.

5. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

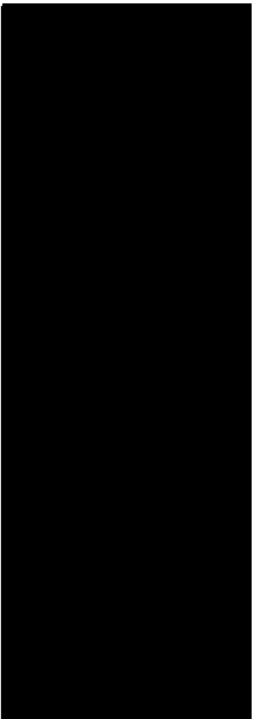
  
V. J. KEZARELLO

  
Copy to:  
Executive Officer  
Senior Watch Officer





43119 301-306 Basic DC	
43121 307 Adv. DC	
43122 308 Team Leader	26-Aug-20
43123 309 Adv. CBR	26-Aug-20
43124 318 Locker Leader	23-Oct-20
43241P 301 Maintenance	
43523 301 Craftsman	
43241P 302 RPP0	
43241P 303 WCS	
43241P 304 LCPO/DIVO	
43463 301 DIVO Afloat	
43387 301 Sentry	
43466 301 M9	
43397 306 OOD (import)	
ATTWO	13-Nov-20
43462 301 LE Using	
43101 301 CICWO	
43152 301 Bow/Stern	
43220 302 Line Handler	
43152 306 SM Boat O	
43101 301 SWO ENG	
43492 306 Helm/Aft	
43492 325 CONN	
43341 302 MK 164	
43101 302 OOD U/W	
SWO	25-Sep-20
EODW	



43119 301-306 Basic DC	
43119 307 Adv. DC	
43119 308 Team Leader	
43119 309 Adv. CBR	
43119 318 Locker Leader	23-Oct-20
43241P 301 Maintenance	
43523 301 Craftsman	
43241P 302 RPP0	
43241P 303 WCS	
43241P 304 LCPO/DIVO	
43463-1 301 DIVO Afloat	
43387 301 Sentry	
43466 301 M9	
43397 306 OOD (import)	
ATTWO	13-Nov-20
43462 301 LE Using	
43101-4 301 CICWO	
43152 301 Bow/Stern	
43220 302 Line Handler	
43152 306 SM Boat O	
43101-3 301 SWO ENG	
43492 306 Helm/Aft	
43492 325 CONN	
43341 302 MK 164	
43101-4 303 OOD U/W	
SWO	25-Sep-20
EOOW	

**Author:**  
 21SEP20 Awaiting a board on 21/22SEP.  
 23SEP20 Signatures finished awaiting board.  
 26OCT20 Boarded with DC1, awaiting board with DCA  
 26OCT20 completed  
 24NOV20 PQS not completed as previously reported,  
 qualified on 17NOV20 routed to SWO on 24NOV20

**Author:**  
 21SEP20 Failed first board on 17SEP, reboarding  
 23SEP20 ADV CBR board 23SEP20  
 26OCT20 Boarded with DC1, awaiting board with DCA  
 30OCT20 passed board with look ups.

**Author:**  
 26OCT20 working on getting signatures.

**Author:**  
 21SEP20 expect to complete Clearing barrel sup by 21SEP20

**Author:**  
 21SEP20 had a JO board on 08SEP20, need to reschedule. Need to reschedule SWO time line.  
 30OCT20 reported that he completed part 1 of 2 on his JO board.  
 04NOV20 passed second part of JO board  
 16NOV20 DH board struggled in many areas, did not know OPS or CSO questions. Did not look up  
 material as directed prior to DH board. Moved to continue b/c CO wanted to see board before  
 Thanksgiving. Was Directed to speak to each department head and report back to CSO before  
 20NOV20.  
 20NOV20 came to discuss lookups with CSO, admitted to not attempting to look up any material,  
 was sent away. Did not report if he spoke to all DH's.  
 24NOV20 spoke to CSO about time for look ups. was able to meet the minimum.

**RECORD OF ENLISTED COUNSELING**

DATE

9-Sep-2020

**PRIVACY ACT STATEMENT**

The authority for requesting the following information is contained in 5 U.S.C. sec. 301, 10 U.S.C. 5947, 44 U.S.C. sec. 3101, and Executive Order No. 9397. This information will be used to document quality force counseling actions not prescribed in other directives. Department of the Navy personnel may also use the information for evaluations and determinations in disciplinary, punitive and/or administrative actions. Disclosure of this information is voluntary.

NAME (Last, First, Middle Initial)

DIVISION/WORK CENTER/DUTY SECTION

NAME/GRADE OF COUNSELOR

OD

**REASON FOR COUNSELING**

- |   |  |   |   |
|---|--|---|---|
| <input checked="" type="checkbox"/> PERFORMANCE | <input checked="" type="checkbox"/> RESPONSIBILITIES | <input type="checkbox"/> OJT PROGRESS           | <input type="checkbox"/> CAREER ADVANCEMENT           |
| <input type="checkbox"/> SUPPORT OF DEPENDENTS  | <input type="checkbox"/> PRIVATE INDEBTEDNESS        | <input type="checkbox"/> SUBSTANDARD APPEARANCE | <input checked="" type="checkbox"/> PERSONAL BEHAVIOR |
| <input type="checkbox"/> OTHER (Specify) _____  |  |   |   |

**REASONS WHICH CAUSED THE COUNSELING REQUIREMENT**

(Give facts, details, sequence of events, specific dates, etc.)

- ON 09SEP20 [REDACTED] failed his JO SWO Board due to lack of preparation. It was apparent that [REDACTED] did not adequately prepare and take advantage of his POM and ROM time efficiently to be ready for the process. With his PRD approaching and the timing of schools and the yards, finishing his SWO qualification needs to be of highest concern.



**DEPARTMENT OF THE NAVY**  
USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1611  
DDG 98/CO  
20 Oct 20

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: [REDACTED]

Subj: LETTER OF INSTRUCTION

Ref: (a) MILPERSMAN 1611-010  
(b) JAGMAN 0105

1. This Letter of Instruction (LOI) is issued per references (a) and (b), to discuss specific measures required to correct deficiencies related to your qualification progression.
2. Since your arrival I have had several discussions with the Wardroom where I stated my expectations for qualifications and watchstanding. Since your previous LOI, your qualification progression has been slowed almost to a complete stop. You have not demonstrated the requisite effort or initiative required to become a Surface Warfare Officer (SWO).
3. Specifically
  - a. Nothing about this job is personal. A bad watch or a rough evolution is not a reflection of your quality as a human being, and needs to be taken as a lesson learned, not a mark made. Do your best not to repeat mistakes, but don't dwell on mistakes for any longer than they are useful to you. With the amount of time you have on board and experience gained on two deployments, you should be significantly closer to qualifying SWO. I do not see the aggressiveness in pursuit of qualifications that I would be expected of a division officer seeking to earn his pin. However, your efforts for your Warfare Areas are above average, and makes me wonder what is at the nature of the issue.
  - b. You were given a clear path on 2 July 2020 to requalify SWO Engineering and then proceed to work through the SWO qualification pipeline. You squandered the study time afforded you on leave, failed to study and discuss Engineering concepts with CHENG and MPA anytime in the month of July, which resulted in a delayed requalification date of 18 August 2020. Since that time, you have only scheduled one SWO Junior Officer (JO) Board on 8 September 2020, which you failed due to lack of preparation. Additionally, you did not discuss with the Junior Officers what information would be expected on the JO murder board.
  - c. You were assigned to complete DC PQS 308, 309, and 318 in addition to others when you checked onboard. During two deployments, a sustainment period, and a yard period you failed to complete the PQS, which in total would only take seven weeks total. Your consistent excuses will no longer be tolerated. Other division officers were able to meet and get these qualifications without as many exceptions as you have been provided. It is clear that your qualifications are not a priority for you.
  - d. On 25 August 2020 you signed affirming you will complete your DC PQS 308 and 309 by 26 August 2020. Not only did that due date pass without completion, but you failed to update the Senior Watch Officer. With repeated reminders from your Department Head (DH) it still took you 26 days, until 21 September 2020, to update the Senior Watch Officer and discuss your qualification path.

**Subj: LETTER OF INSTRUCTION**

Your last update to the Senior Watch Officer and your DH was on 23 September 2020 and there is still not update or progress on your DC PQS.

e. On 9 October 2020, you were expected to have a second SWO JO murder Board but cancelled at the last minute because you did not feel ready and did nothing to prepare. When you were given an additional 30 days, you failed to manage your time adequately to study independently and, again, did not discuss any material of the board with the Second Tour Division Officers that are willing to help you get through your milestone qualification.

4. Regardless, you have been onboard FORREST SHERMAN since November 2018 and two deployments. In that time you have been allotted significant time to study and prepare, yet I assess your overall level of knowledge as below average. Based on my assessment of your proficiency, leadership, maturity and level of knowledge as a division officer: at this time I do not believe you are on a clear path to obtaining your SWO qualification. You have not exhibited the maturity or level of knowledge needed to be a SWO and an effective Division Officer.

5. The following corrective actions will be taken:


a. You will complete DC PQS 308 and 309 by 26 October 2020, DC 318 by 30 October 2020, and ATTWO by 13 November 2020. You will schedule an SWO JO murder board and complete a JO murder board every week until you pass.

b. Upon completing a SWO JO murder board your DH board will be one week later and your Commanding Officer board will be two weeks from the completion of the SWO JO board.

6. Your actions, responses to issues, and decision making as a Division Officer must improve if you expect to qualify as a SWO and succeed in the future. Failure to improve your performance and conduct yourself professionally will result in your removal of from the SWO qualification process and, Surface Warfare Non-attainment.

7. This letter is designed to aid you in correcting deficiencies in your performance as described above. The entire chain of command is available to assist you in any way possible. I fully expect you will conduct yourself in a manner that is conducive with the responsibilities and authority I have entrusted in you. If you have questions or wish to discuss this or any other matter further, the Executive Officer or I am always available.

  
F. J. AZZARELLO

  
Copy to:  
Executive Officer  
Senior Watch Officer



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## Comments

### ORGANIZATIONAL EFFECTIVENESS

(b) (5), (b) (6)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5)  
[Redacted]

(b) (5)

(b) (5), (b) (6)  
[Redacted]

(b) (5), (b) (6)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5), (b) (6)  
[Redacted]





# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5), (b) (6)

(b) (5)

(b) (5), (b) (6)

(b) (5), (b) (6)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5)

(b) (5), (b) (6)

(b) (5), (b) (6)

(b) (5)



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5)

(b) (5), (b) (6)

(b) (5), (b) (6)



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5), (b) (6)  
[Redacted]

(b) (5)  
[Redacted]



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5)

(b) (5), (b) (6)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)





# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5), (b) (6)  
[Redacted]

(b) (5)  
[Redacted]



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## ORGANIZATIONAL EFFECTIVENESS

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5), (b) (6)

## EQUAL OPPORTUNITY/EQUAL EMPLOYMENT OPPORTUNITY/FAIR TREATMENT

(b) (5), (b) (6)



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## EQUAL OPPORTUNITY/EQUAL EMPLOYMENT OPPORTUNITY/FAIR TREATMENT

(b) (5), (b) (6)  
[Redacted]

(b) (5), (b) (6)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5), (b) (6)  
[Redacted]

(b) (5), (b) (6)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## EQUAL OPPORTUNITY/EQUAL EMPLOYMENT OPPORTUNITY/FAIR TREATMENT

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarelo  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## EQUAL OPPORTUNITY/EQUAL EMPLOYMENT OPPORTUNITY/FAIR TREATMENT

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## EQUAL OPPORTUNITY/EQUAL EMPLOYMENT OPPORTUNITY/FAIR TREATMENT

(b) (5), (b) (6)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5), (b) (6)

(b) (5)

(b) (5), (b) (6)



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## EQUAL OPPORTUNITY/EQUAL EMPLOYMENT OPPORTUNITY/FAIR TREATMENT

(b) (5)

(b) (5), (b) (6)

(b) (5)

## SEXUAL ASSAULT PREVENTION AND RESPONSE

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5), (b) (6)

(b) (5)

(b) (5)

(b) (5)

(b) (5)





# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## SEXUAL ASSAULT PREVENTION AND RESPONSE

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5), (b) (6)

(b) (5)

(b) (5), (b) (6)

(b) (5)

## COMMENT

(b) (5)

(b) (5)

(b) (5)



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## COMMENT

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## COMMENT

(b) (5)  
[Redacted comment text]

(b) (5)  
[Redacted comment text]

(b) (5)  
[Redacted comment text]

(b) (5), (b) (6)  
[Redacted comment text]

(b) (5)  
[Redacted comment text]

(b) (5)  
[Redacted comment text]



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## COMMENT

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## COMMENT

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## COMMENT

(b) (5), (b) (6)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5)  
[Redacted]

(b) (5), (b) (6)  
[Redacted]

(b) (5)  
[Redacted]



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## COMMENT

(b) (5), (b) (6)

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5), (b) (6)



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## COMMENT

(b) (5)  
[Redacted comment text]

(b) (5)  
[Redacted comment text]

(b) (5)  
[Redacted comment text]

(b) (5)  
[Redacted comment text]

(b) (5)  
[Redacted comment text]

(b) (5), (b) (6)  
[Redacted comment text]





# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## COMMENT

(b) (5), (b) (6)

(b) (5)



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## Commander Selected Short Answer Questions

Briefly list the sources of job related stress you experience, from the greatest source to the least.

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)  
(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (6)



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

**Briefly list the sources of job related stress you experience, from the greatest source to the least.**

(b) (5), (b) (6)

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5), (b) (6)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5)



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

**Briefly list the sources of job related stress you experience, from the greatest source to the least.**

- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5), (b) (6)
- (b) (5), (b) (6)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5), (b) (6)
- (b) (5), (b) (6)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5), (b) (6)
- (b) (5)



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

**Briefly list the sources of job related stress you experience, from the greatest source to the least.**

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5)

(b) (5)

(b) (5), (b) (6)





# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

Briefly list the sources of job related stress you experience, from the greatest source to the least.

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]





# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

**Briefly list the sources of job related stress you experience, from the greatest source to the least.**

- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5), (b) (6)
- (b) (5)
- (b) (5)
- (b) (5)





# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

Briefly list the sources of job related stress you experience, from the greatest source to the least.

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

How has communciation changed in the unit since last year?

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

How has communciation changed in the unit since last year?

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]





# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## How has communciation changed in the unit since last year?

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

## How has communciation changed in the unit since last year?

(b) (5), (b) (6)

(b) (5)

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# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## How has communciation changed in the unit since last year?

- (b) (5)
- (b) (5)
- (b) (5)
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- (b) (5)
- (b) (5)

## How is the overall climate of this unit, compared to one year ago? Please explain.

- (b) (5)
- (b) (5)
- (b) (5)
- (b) (5)



# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

**How is the overall climate of this unit, compared to one year ago? Please explain.**

(b) (5)

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# DEOCS

Registration:                      RegistraionName  
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Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

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# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
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Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

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# DEOCS

Registration:  
Unit:  
Commander:  
Survey Administrator:  
Survey Dates:  
Group Name:

RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
All

How is the overall climate of this unit, compared to one year ago? Please explain.

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# DEOCS

Registration:                      RegistraionName  
Unit:                                    USS FORREST SHERMAN (DDG 98)  
Commander:                        Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                      2020-11-02 - 2020-11-23  
Group Name:                        All

**How is the overall climate of this unit, compared to one year ago? Please explain.**

(b) (5), (b) (6)

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**If communication breaks down in this unit, where do you see it happening?**

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# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

## If communication breaks down in this unit, where do you see it happening?

(b) (5) [Redacted]

(b) (5), (b) (6) [Redacted]

(b) (5) [Redacted]

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(b) (5) [Redacted]



# DEOCS

Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

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(b) (5) [Redacted]

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(b) (5), (b) (6) [Redacted]



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Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

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Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

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**What ONE change would you make that you feel would improve the unit's OPTEMPO issues?**

- (b) (5)
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# DEOCS

Registration:                      RegistraionName  
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Commander:                      Frank Azzarello  
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RegistraionName  
USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
(b) (6)  
2020-11-02 - 2020-11-23  
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Registration:  
Unit:  
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Frank Azzarello  
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2020-11-02 - 2020-11-23  
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USS FORREST SHERMAN (DDG 98)  
Frank Azzarello  
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2020-11-02 - 2020-11-23  
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Registration:                      RegistraionName  
Unit:                                USS FORREST SHERMAN (DDG 98)  
Commander:                      Frank Azzarello  
Survey Administrator:        (b) (6)  
Survey Dates:                    2020-11-02 - 2020-11-23  
Group Name:                      All

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# Defense Organizational Climate Survey (DEOCS)

PDF Download

11/25/2020

Unit: USS FORREST SHERMAN (DDG 98) | Survey Date: 11/02/2020 - 11/23/2020 | Report: Overall Unit



# About

Heading	Description
Overview	<p>Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.</p> <p>The Defense Organizational Climate Survey (DEOCS) dashboard provides valuable information about members' perceptions of the organization's climate. Your organization's DEOCS results may display both organizational strengths and concerns. It is important to review all sections in this dashboard. Doing so can help create a more complete picture, help validate potential areas of concern, and determine if the apparent climate of your organization or any subgroup(s) warrants further action.</p> <p>Additional methods, such as focus groups, observations, and reviews of records, can be used to learn more about issues identified in the survey, including clarification of perceptions of climate factors, reasons why these perceptions exist, and suggestions for improvement.</p>
Navigating the Dashboard	<p>While the DEOCS is open, use the Response Rate tab to monitor the number of people that have completed the survey to date. This tab will display an up-to-date response rate, the number of completed surveys by day, and a table of current and historical response rates for all surveys you have administered.</p> <p>Once the DEOCS is closed and your results are generated, start by reviewing the Summary and Primary Climate Factors tabs for an overall picture of your organization's results. These tabs will display results for the three main climate factors measured on the DEOCS: organizational effectiveness, equal opportunity (EO) / equal employment opportunity (EEO) / fair treatment, and sexual assault prevention and response (SAPR).</p> <p>The Primary Climate Factors tab contains a section filter menu that you can use to explore the Factor Results for all of the primary climate factors, as well as the Demographic Comparisons, which will display results by key demographic categories (e.g., men/women, enlisted/officer, and supervisory/non-supervisory). Use these results to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.</p> <p>Use the Secondary Climate Factors tab to explore additional results related to connectedness, sexual assault reporting knowledge, bystander intervention, unwanted workplace experiences, hazing, and bullying.</p> <p>The Secondary Climate Factors tab contains a section filter menu that you can use to explore the Factor Results for all of the secondary climate factors, as well as the LDQ questions, which will display results for any custom multiple choice questions that were included on your DEOCS.</p> <p>Review the Item Summary tab to find more detailed results for the questions related to the primary climate factors on your DEOCS.</p> <p>The Download tab contains three options that allow you to download an overall unit report, executive report (includes overall unit results and subgroup results in one report), and subgroup/subunit reports, if applicable. Use the "Report" filter on this tab to select the type of report you need.</p> <p>The Comments Download tab allows you to download a PDF copy of all comments and custom short answer questions that may have been included. Comment reports can be generated for the overall unit or for subgroups. Use the "Report" filter on this tab to select the type of report you need.</p> <p>The blue QuickLinks button provides more information about most of these tabs and also contains links to resources on <a href="https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home">https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home</a></p> <p>For more help navigating the dashboard or to find information on the features and functionality of the dashboard, go to the home page of the DEOCS portal and click on the question mark icon in the upper, right corner of the screen.</p>
Index	<p>Additional information for many of the tables and graphs in this report can be found on the last page in the Index table. Each applicable table or graph will have an Index number above it. Match this Index number to its description in the Index Reference Table on the very last page of the report to find more detailed information about what is shown.</p>
Making Climate Assessment Results Work for Your Organization	<ol style="list-style-type: none"> <li>1. Share the results with members of your organization.</li> <li>2. Involve key leaders; let members know you are acting on their feedback.</li> <li>3. If needed, establish an action team to develop and implement a plan for organizational improvement.</li> </ol>

24 rows total



Heading	Description
Assessment to Solutions	<p>For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at: <a href="https://www.defenseculture.mil/Assessment-to-Solutions/ATS-Home">https://www.defenseculture.mil/Assessment-to-Solutions/ATS-Home</a></p> <p>Assessment to Solutions was created to support leaders and equal opportunity professionals throughout the climate assessment process. It provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.</p> <p>The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include organizational effectiveness, EO/EEO/fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.</p>
Contact Information	<p>The DEOCS HelpDesk is available to assist you and can be reached at:</p> <p><a href="mailto:deocs@datarecognitioncorp.com">deocs@datarecognitioncorp.com</a></p> <p>1-833-867-5674</p>

24 rows total

Response Rate

**43%**

Total in Unit

**301**

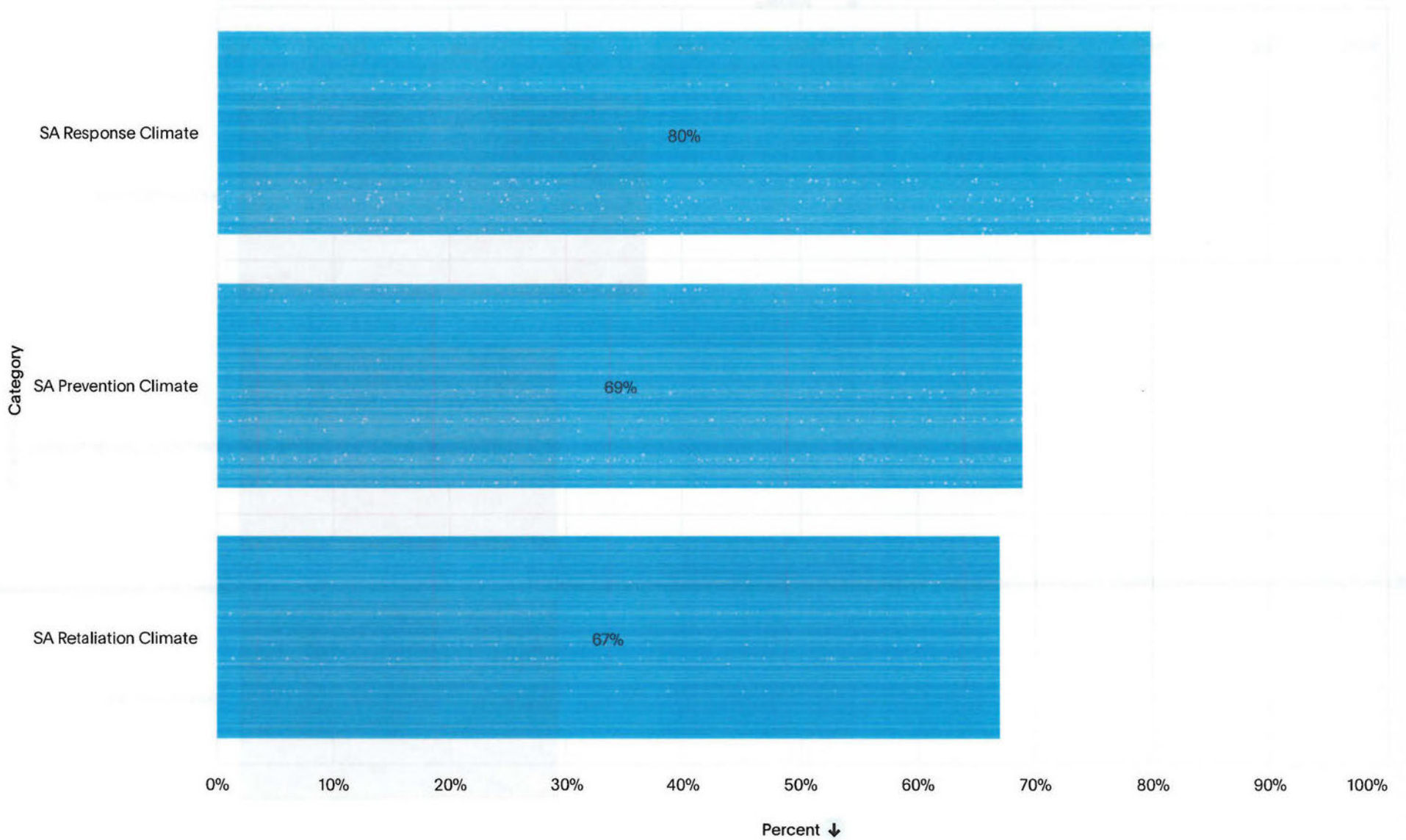
Total Surveys Returned

**130**

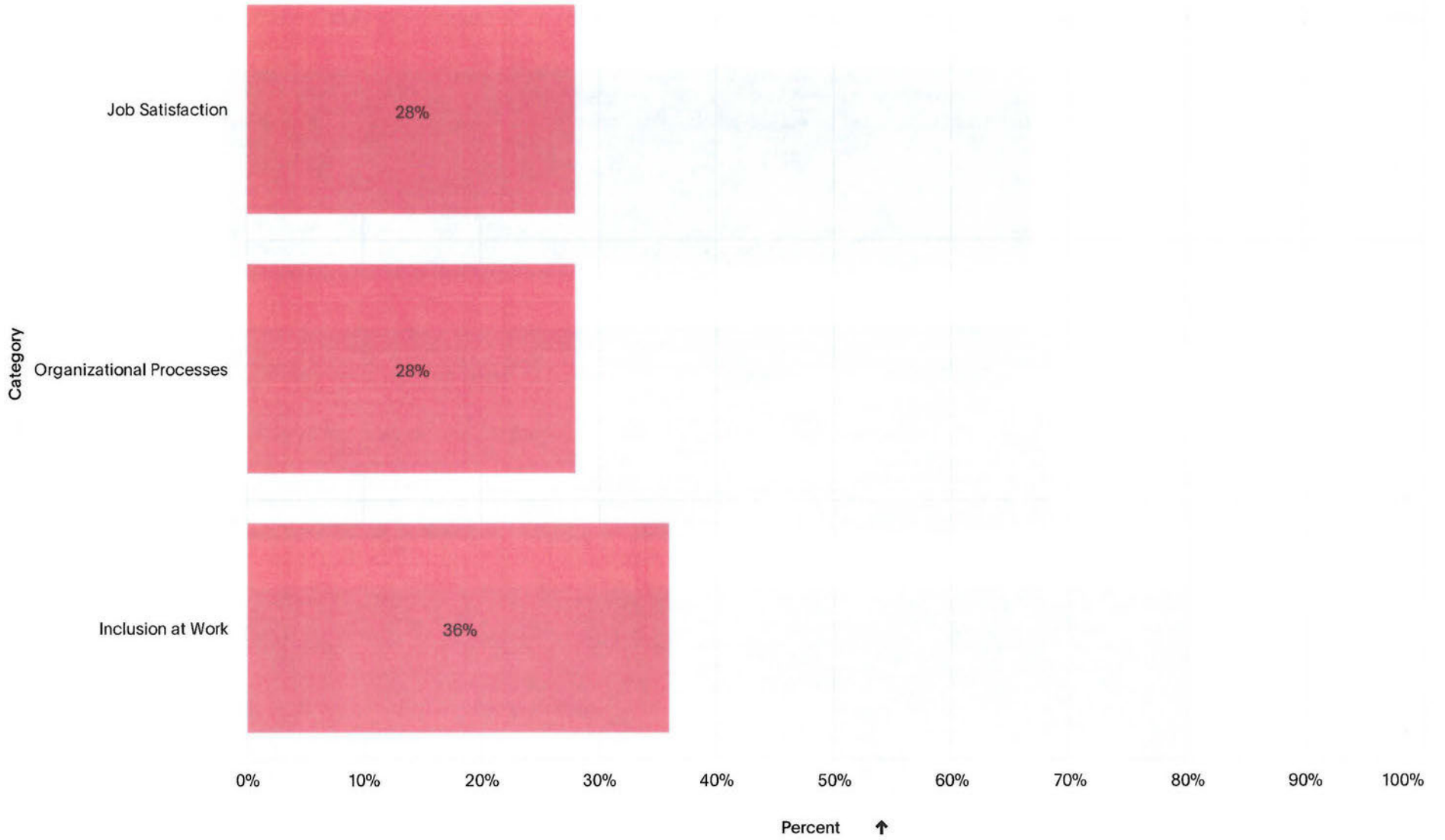
Total Incomplete Surveys

**35**

### Top 3 - Climate Factors with Highest Favorability Ratings

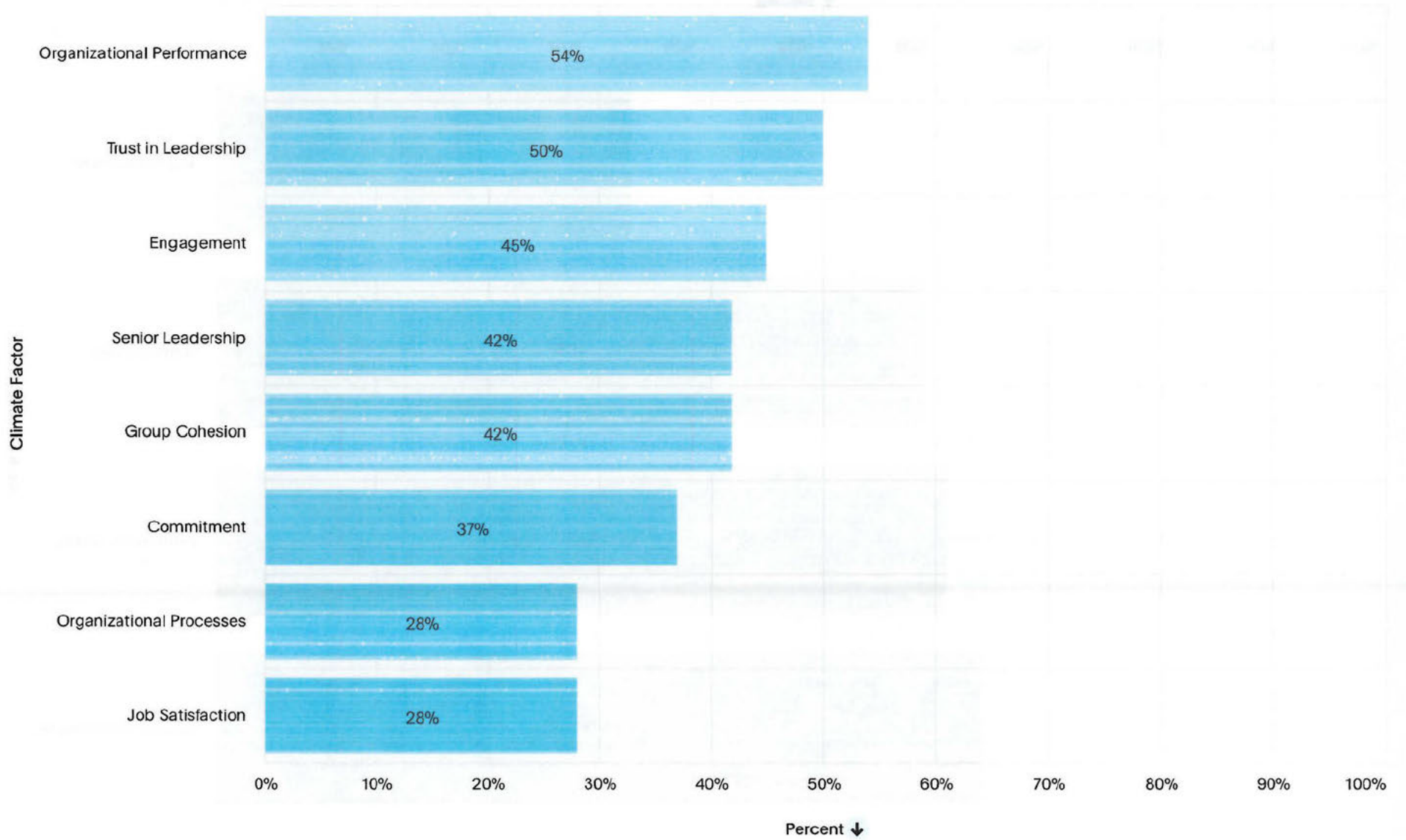


### Bottom 3 - Climate Factors with Lowest Favorability Ratings



## Organizational Effectiveness

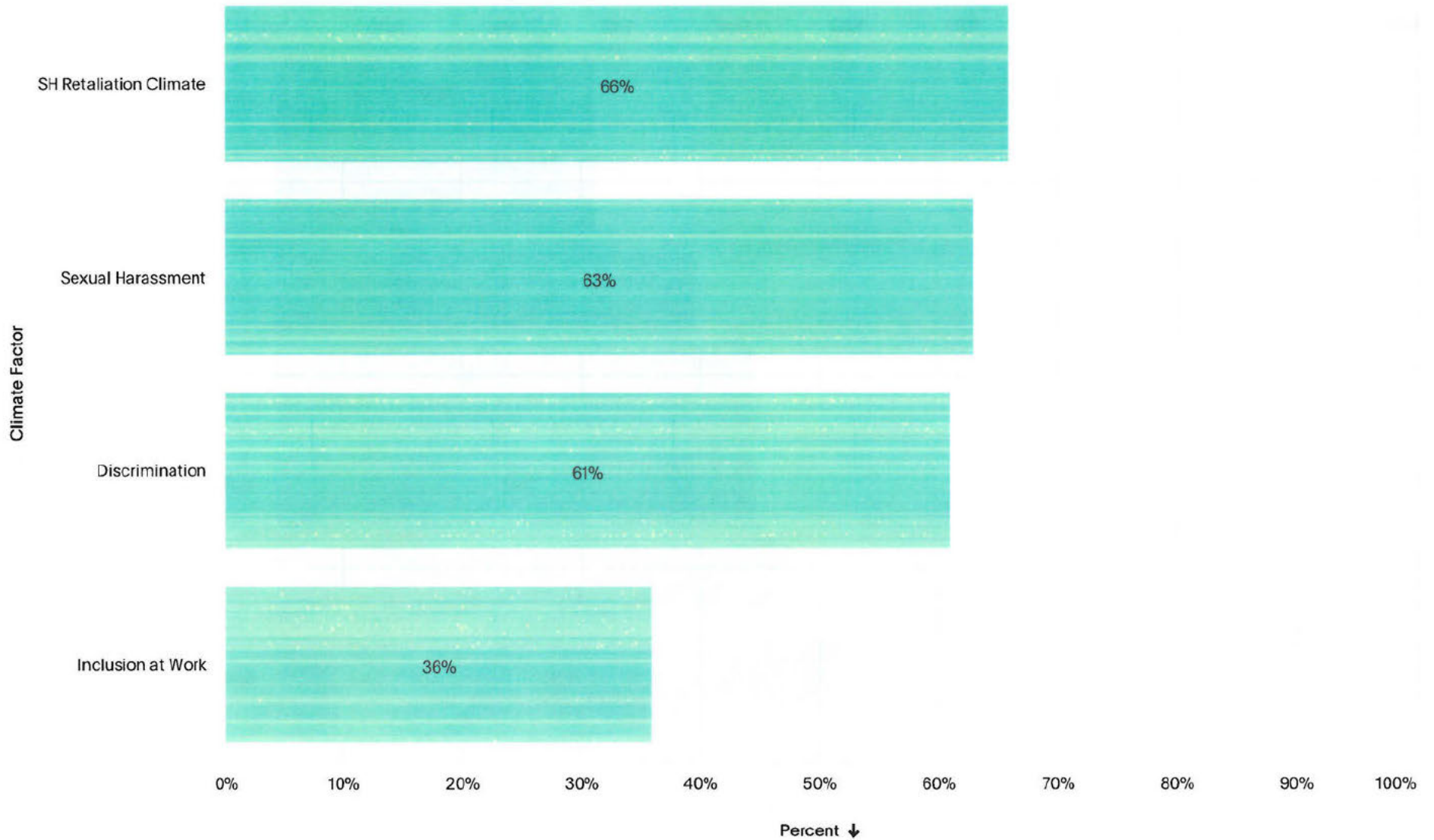
Your unit's overall favorability ratings for Organizational Effectiveness are displayed below. See Index 1.1 for more info.





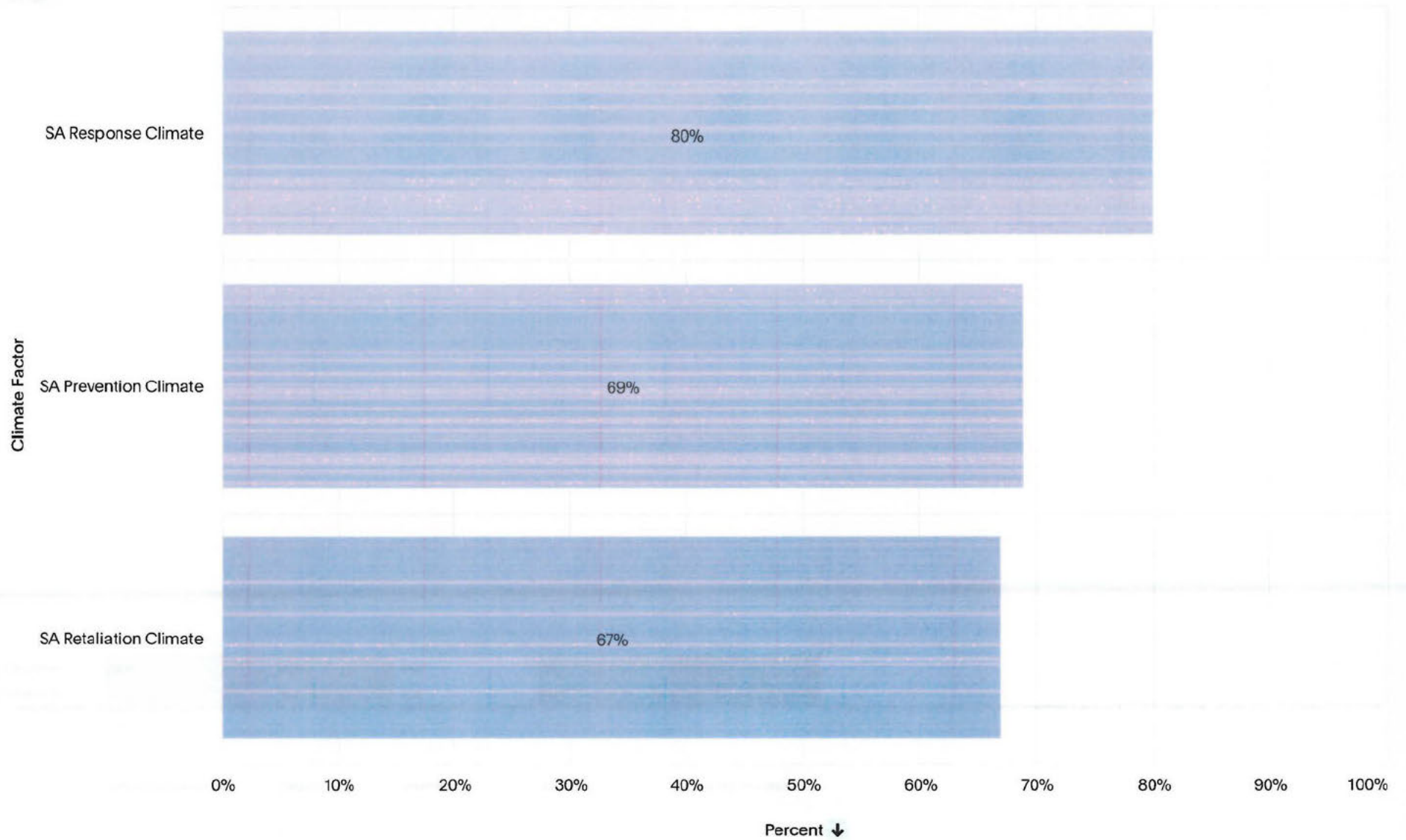
## EO/EEO/Fair Treatment

Your unit's overall favorability ratings for EO / EEO / Fair Treatment are displayed below. See Index 1.2 for more info.



## Sexual Assault Prevention & Response

Your unit's overall favorability ratings for Sexual Assault Prevention and Response are displayed below. See Index 1.3 for more info.



## How to Interpret Color Coding

	Improvement Needed	Caution	Adequate	Excellent	Data Not Reportable
Low Range	0%	50%	70%	90%	99%
High Range	49%	69%	89%	100%	99%

2 rows total



## Organizational Effectiveness

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.1 for more info.

Category	Commitment	Senior Leadership	Organization Performance	Group Cohesion	Trust in Leadership	Job Satisfaction	Organization Process	Engagement
Overall	37%	42%	54%	42%	50%	28%	28%	45%
Majority	46%	48%	56%	47%	57%	27%	30%	45%
Minority	36%	46%	58%	30%	53%	34%	30%	47%
Women	30%	37%	48%	34%	38%	25%	10%	27%
Men	40%	44%	56%	45%	55%	30%	34%	51%
Enlisted	37%	42%	53%	42%	49%	30%	27%	44%
Officer	37%	47%	59%	45%	62%	20%	29%	51%
Junior Enlisted	37%	40%	52%	40%	46%	31%	26%	43%
Senior Enlisted	42%	57%	61%	61%	68%	18%	39%	48%
Junior Officer	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Military	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%

11 rows total

## Equal Opportunity / Equal Employment Opportunity / Fair Treatment

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.2 for more info.

Category	Inclusion	Discrimination	Sexual Harassment	Sexual Harassment Retaliation Climate
Overall	36%	61%	63%	66%
Majority	42%	72%	72%	81%
Minority	36%	53%	60%	50%
Women	25%	39%	49%	59%
Men	40%	69%	69%	69%
Enlisted	35%	60%	62%	64%
Officer	44%	66%	71%	84%
Junior Enlisted	33%	59%	60%	62%
Senior Enlisted	50%	71%	84%	77%
Junior Officer	-99%	-99%	-99%	-99%
Military	-99%	-99%	-99%	-99%

11 rows total

## Sexual Assault Prevention & Response

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.3 for more info.

Category	Sexual Assault Prevention Climate	Sexual Assault Response Climate	Sexual Assault Retaliation Climate
Overall	69%	80%	67%
Majority	77%	89%	82%
Minority	64%	79%	52%
Women	56%	65%	55%
Men	74%	86%	70%
Enlisted	67%	78%	64%
Officer	82%	93%	79%
Junior Enlisted	65%	77%	63%
Senior Enlisted	88%	89%	77%
Junior Officer	-99%	-99%	-99%
Military	-99%	-99%	-99%

11 rows total

## Connectedness

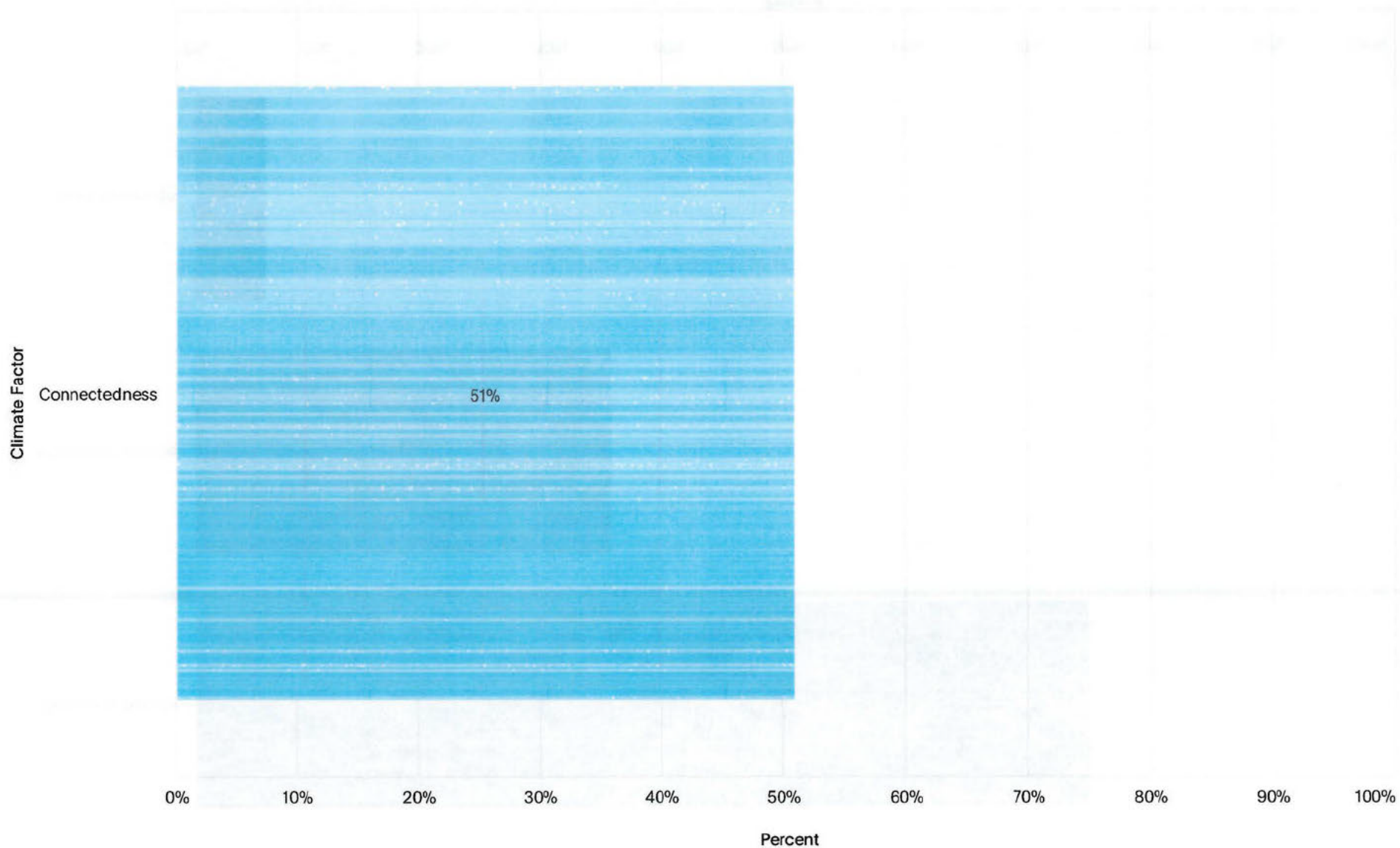
Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.4 for more info.

Category	Connectedness
Overall	51%
Majority	53%
Minority	55%
Women	40%
Men	56%
Enlisted	52%
Officer	50%
Junior Enlisted	51%
Senior Enlisted	61%
Junior Officer	99%
Military	99%

11 rows total

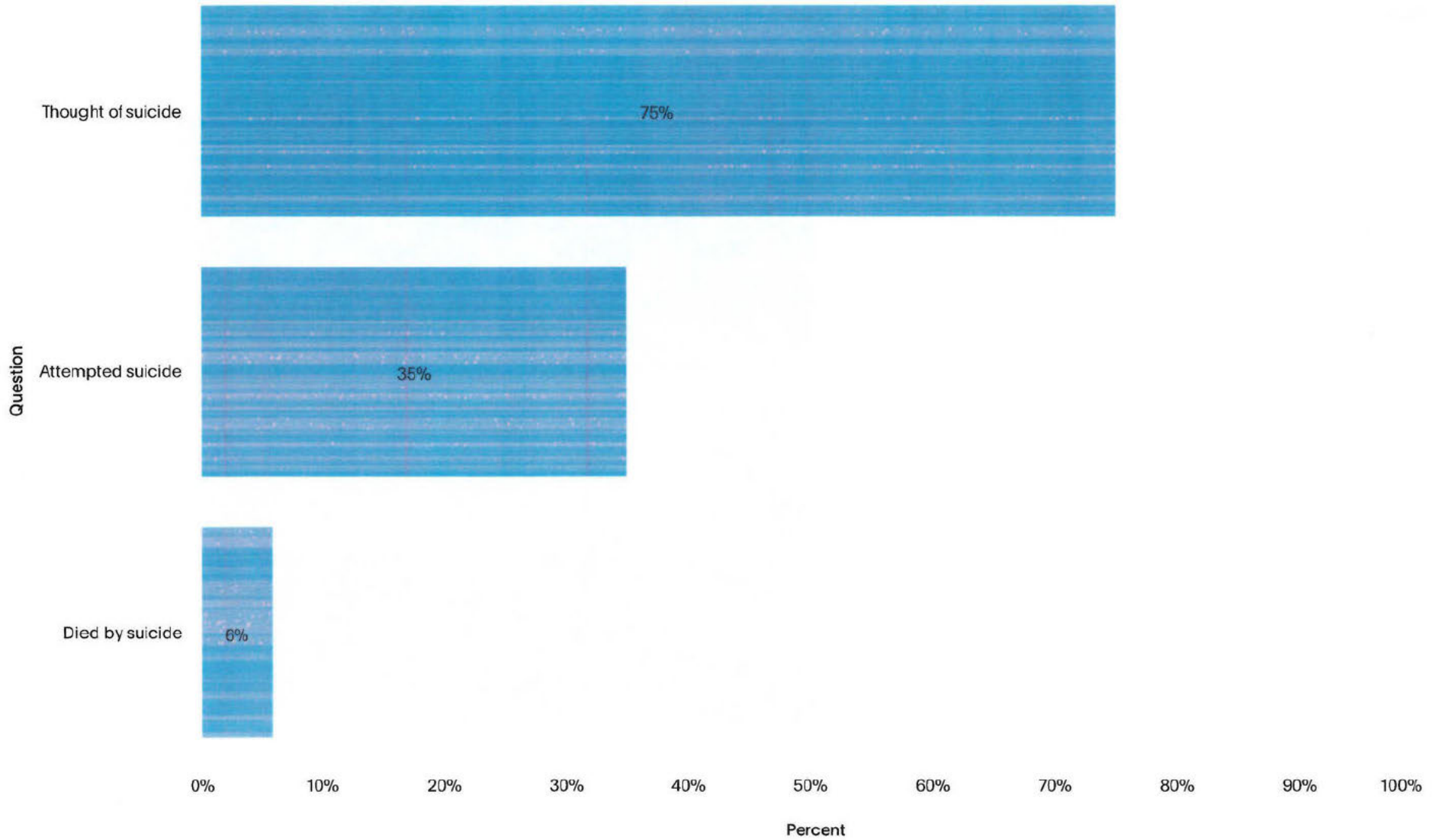
## Connectedness (Overall)

Your unit's overall favorability rating of connectedness is displayed below. See Index 2.5 for more info.



## Knowledge of Suicide Ideation, Attempts & Death

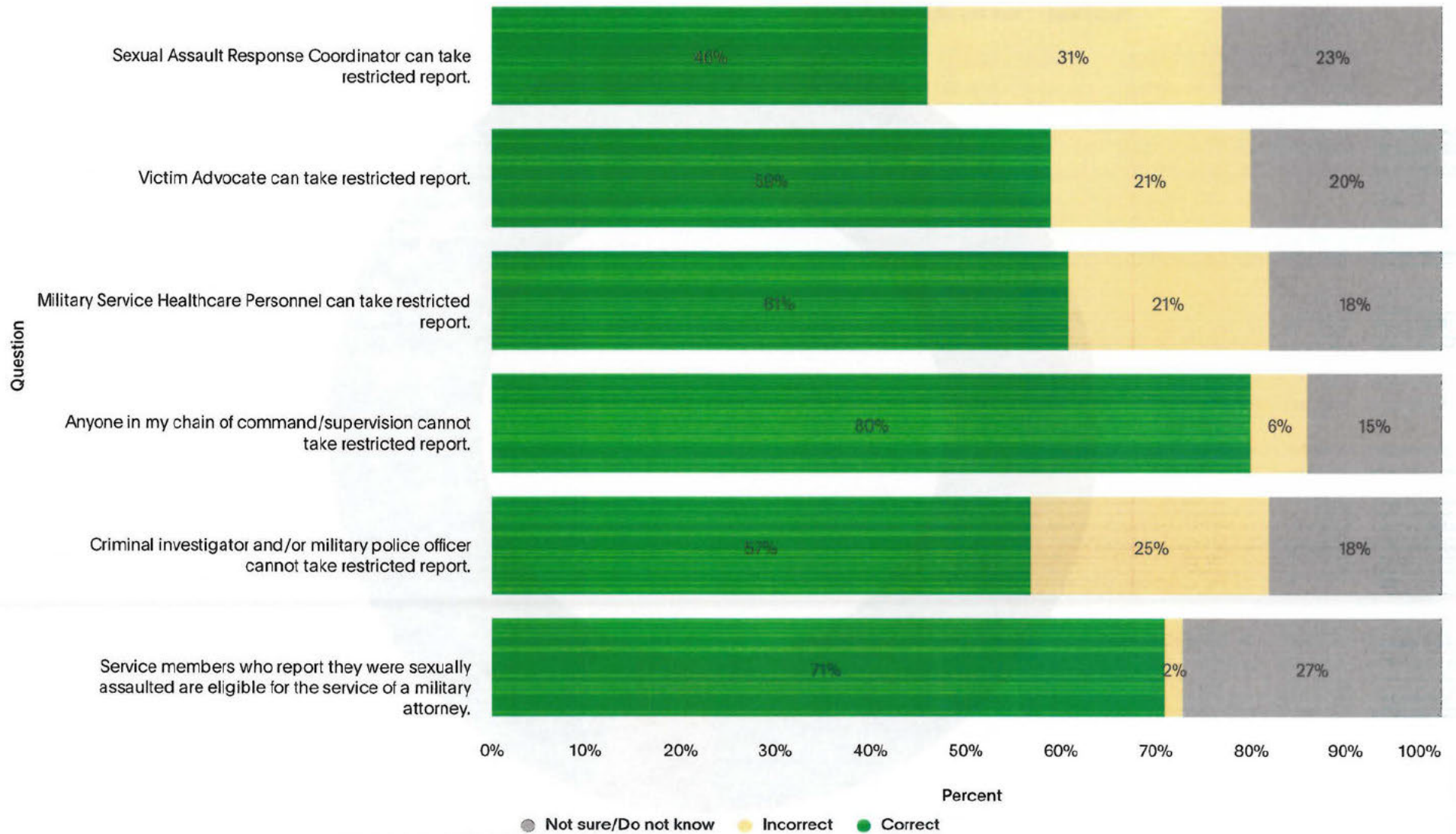
I know someone in my organization who has...





## Sexual Assault Reporting Knowledge

The graph below displays the percentage of respondents who correctly or incorrectly answered each item. See Index 2.6 for more info.



## Bystander Intervention

Respondents who observed a high risk situation (i.e., one they believed was, or could have led to a sexual assault) within the past 12 months

Observed a high risk situation - 5% (5%)



Did not observe high risk situ... - 95% (95%)



## Reported Actions Taken Following High Risk Situation

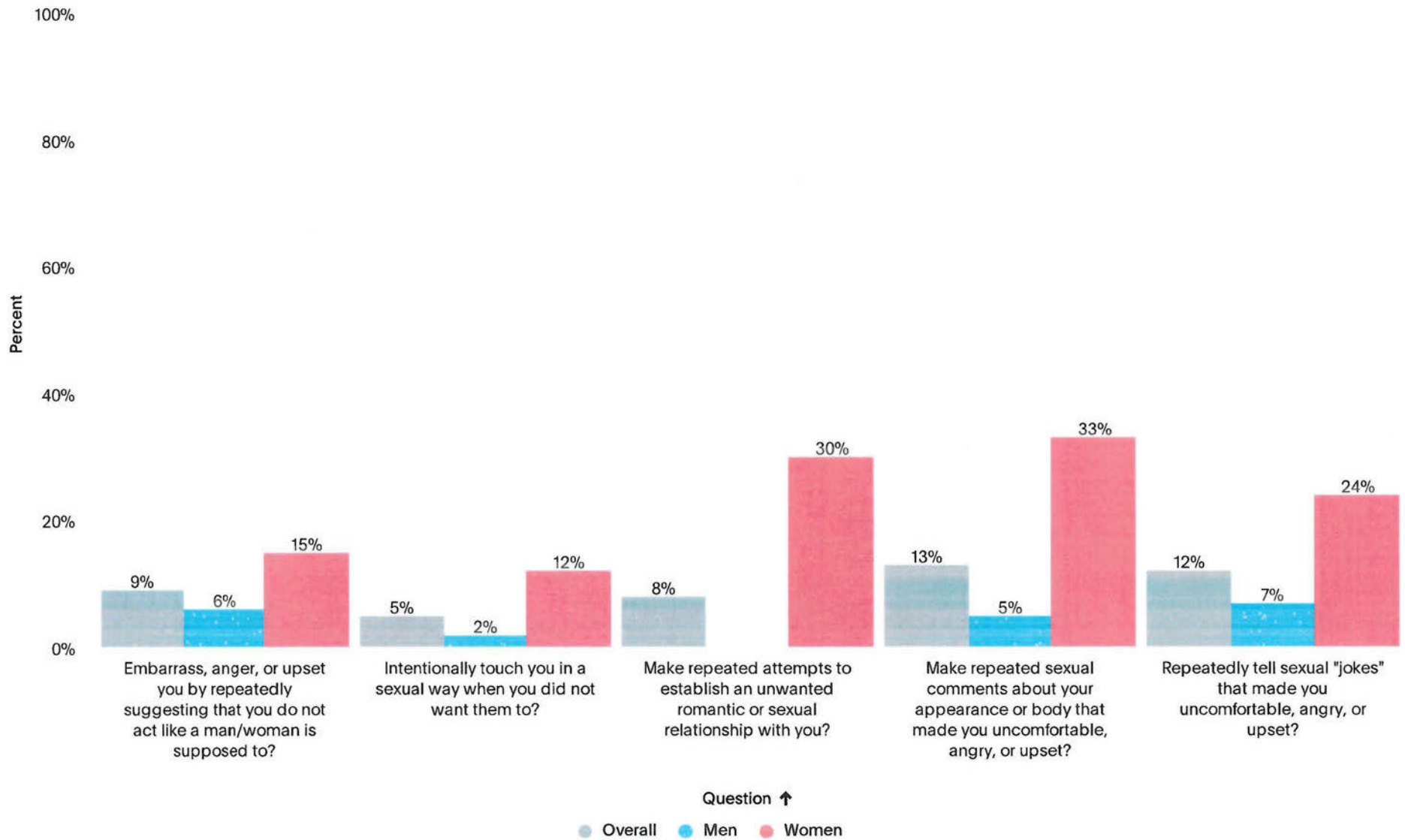
For those individuals who observed a high risk situation, they were asked to choose the response that most closely resembled their actions.

Response	Percent
I asked the person who appeared to be at risk if they needed help.	50%
I created a distraction to cause one or more of the people to disengage from the situation.	17%
I asked others to step in as a group and diffuse the situation.	17%
I stepped in and separated people involved in the situation.	17%

4 rows total

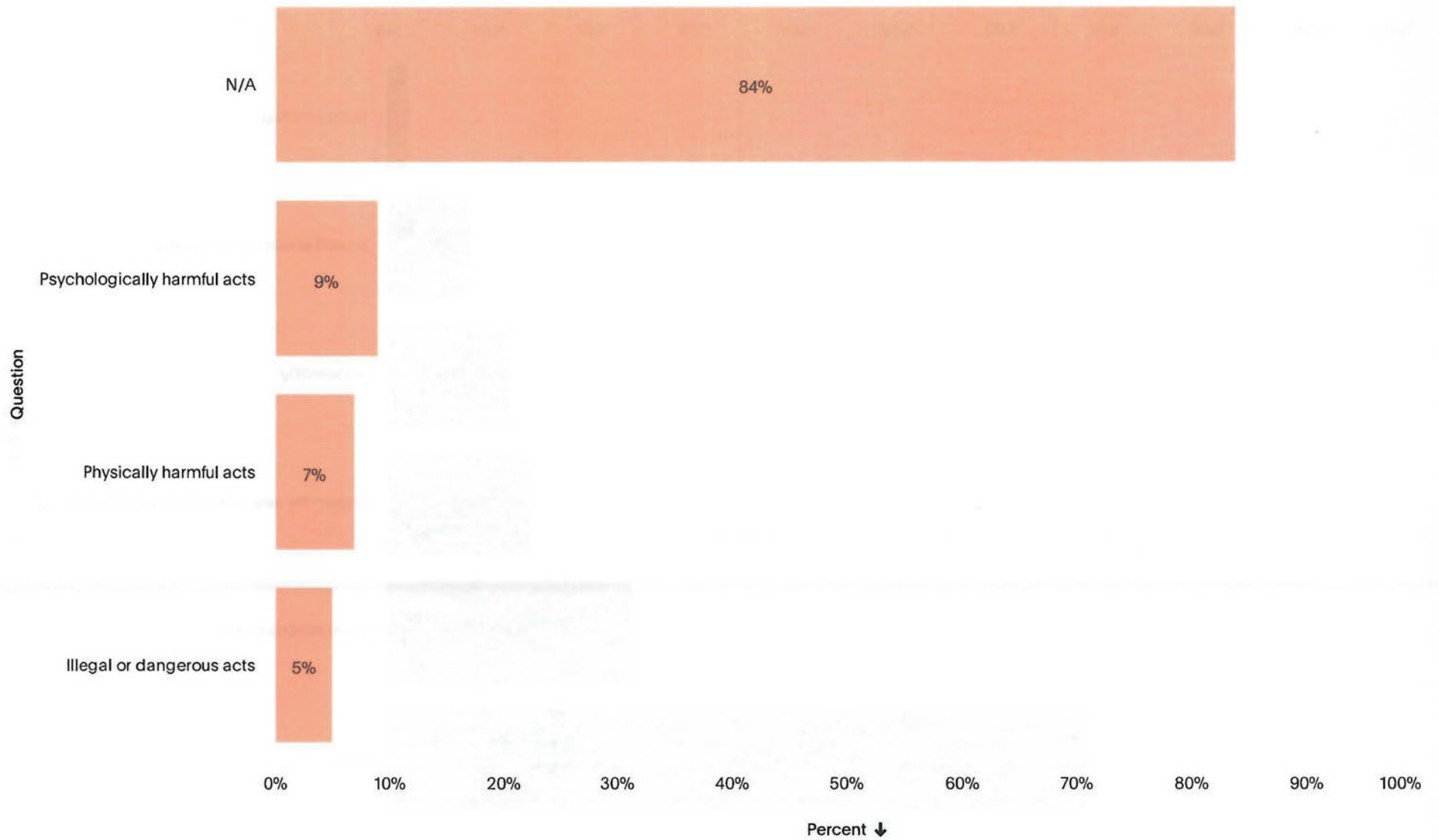
## Unwanted Workplace Experiences

The graph shows the percentage who said that someone from their workplace did any of the following actions to them. See Index 2.7 for more info.



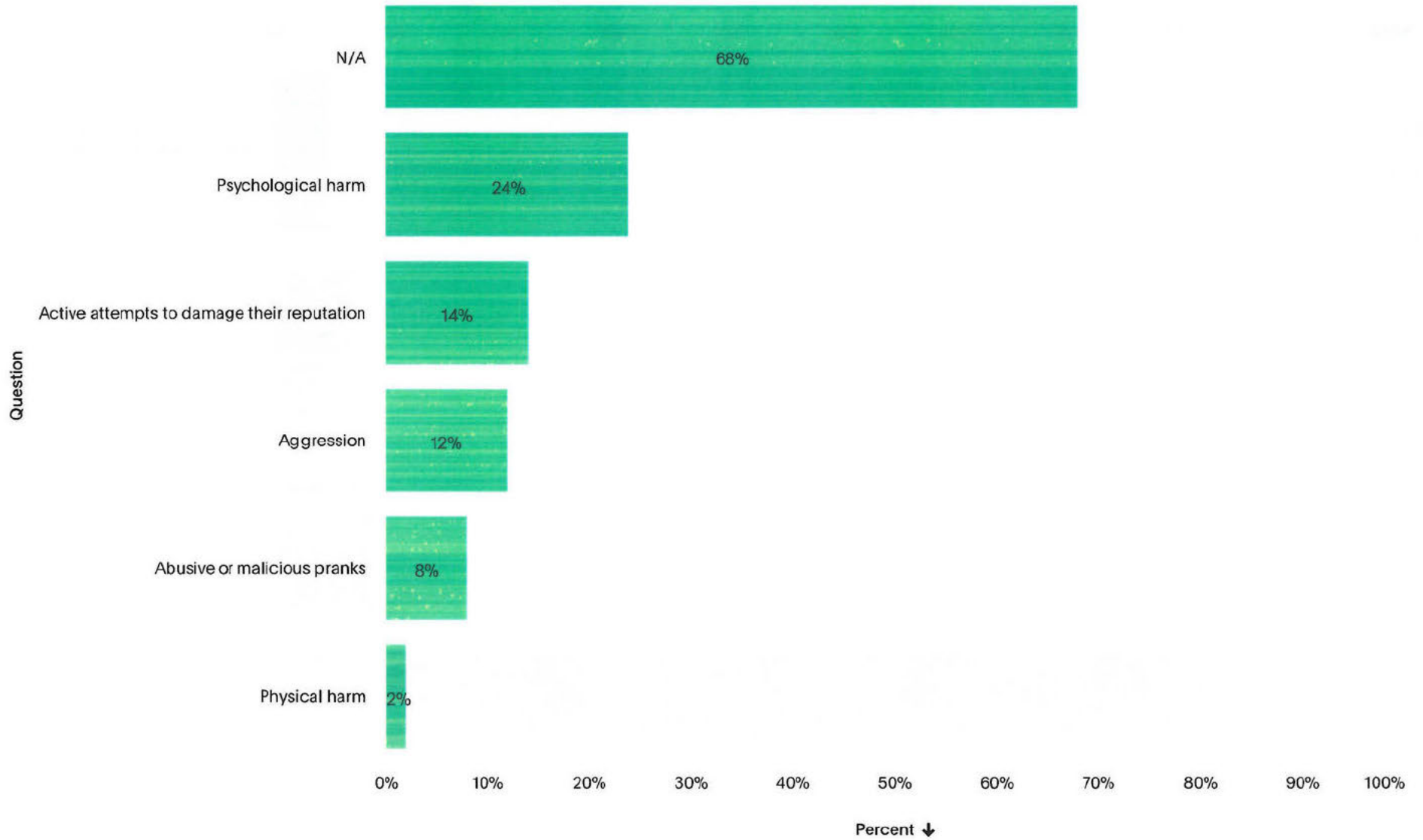
## Hazing

Percentage who said individuals are pressured to do the following acts as an initiation process at their workplace. See Index 2.8 for more info.



## Bullying

Percentage who said individuals in their workplace who are seen as "different" are targets of the following. See index 2.9 for more info.



## Custom Multiple-Choice Questions (Locally Developed Questions or LDQs)

Category Name	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Communication/Flow of Information	Commander's Calls/All hands effectively pass on information I need to know.	7% (8)	9% (11)	20% (24)	46% (54)	18% (21)	100% (118)
Communication/Flow of Information	My immediate supervisor explains things clearly to me.	8% (9)	18% (21)	21% (25)	40% (48)	13% (16)	100% (119)
Feedback and Recognition	I am rewarded for my duty performance.	42% (50)	22% (26)	15% (18)	18% (21)	3% (4)	100% (119)
Leadership Accessibility/Openness	I would feel comfortable asking my immediate supervisor for help.	18% (21)	11% (13)	14% (17)	38% (45)	19% (22)	100% (118)
Physical Health/Well-being	Illegal drug use is not a problem in this command.	30% (36)	29% (34)	24% (29)	13% (15)	4% (5)	100% (119)
Physical Health/Well-being	The overall health of this unit is better now than one year ago.	57% (68)	17% (20)	19% (23)	6% (7)	1% (1)	100% (119)
Help Seeking Behaviors	Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).	19% (23)	19% (23)	31% (37)	24% (29)	6% (7)	100% (119)
Inclusion	In this workgroup, I am comfortable being myself.	13% (15)	18% (22)	23% (27)	34% (40)	13% (15)	100% (119)
Inclusion	My coworkers treat me as a part of the workgroup.	8% (9)	12% (14)	23% (27)	41% (49)	17% (20)	100% (119)
Stress/OPTEMPO	I experience a high level of stress in this command.	3% (4)	2% (2)	8% (9)	13% (16)	74% (88)	100% (119)

10 rows total

## Organizational Effectiveness: Commitment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
I feel like "part of the family" in this workgroup.	18% (24)	14% (18)	12% (16)	14% (18)	16% (21)	19% (25)	6% (8)	100% (130)
This workgroup has a great deal of personal meaning to me.	20% (26)	24% (31)	8% (11)	12% (16)	14% (18)	15% (20)	6% (8)	100% (130)
I feel a strong sense of belonging to this workgroup.	19% (25)	24% (31)	10% (13)	12% (16)	14% (18)	16% (21)	5% (6)	100% (130)

3 rows total

## Organizational Effectiveness: Senior Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	21% (27)	16% (21)	7% (9)	12% (15)	21% (27)	17% (22)	7% (9)	100% (130)
My senior leader clarifies our organization's goals and priorities.	20% (26)	16% (21)	8% (10)	6% (8)	20% (26)	22% (29)	8% (10)	100% (130)
My senior leader communicates a clear vision for the future.	19% (25)	16% (20)	9% (11)	10% (13)	19% (24)	20% (26)	8% (10)	100% (129)
My senior leader listens to the concerns of the organization's military members/employees.	37% (48)	13% (17)	9% (12)	12% (16)	10% (13)	12% (16)	5% (7)	100% (129)

4 rows total

## Organizational Effectiveness: Organizational Performance

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	21% (27)	8% (10)	6% (8)	9% (12)	16% (21)	22% (28)	18% (24)	100% (130)
My organization's performance, compared to similar organizations, is high.	12% (16)	7% (9)	8% (11)	13% (17)	13% (17)	29% (38)	17% (22)	100% (130)
My organization makes good use of available resources to accomplish its mission.	17% (22)	12% (15)	7% (9)	19% (25)	12% (16)	25% (33)	8% (10)	100% (130)

3 rows total



## Organizational Effectiveness: Group Cohesion

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
My workgroup is united in trying to reach its goals for performance.	18% (23)	12% (16)	9% (12)	14% (18)	16% (21)	22% (29)	8% (11)	100% (130)
We all take responsibility for the performance of the workgroup.	22% (28)	14% (18)	12% (16)	13% (17)	10% (13)	20% (26)	9% (11)	100% (129)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	22% (28)	18% (23)	11% (14)	9% (12)	18% (24)	17% (22)	5% (7)	100% (130)

3 rows total

## Organizational Effectiveness: Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
I can rely on my immediate supervisor to act in my organization's best interest.	22% (28)	12% (15)	8% (11)	12% (16)	13% (17)	22% (29)	11% (14)	100% (130)
My immediate supervisor follows through with commitments he or she makes.	16% (20)	11% (14)	10% (13)	15% (19)	14% (18)	24% (31)	11% (14)	100% (129)
I feel comfortable sharing my work difficulties with my immediate supervisor.	24% (31)	13% (17)	8% (11)	8% (10)	12% (15)	25% (32)	11% (14)	100% (130)
My immediate supervisor treats me fairly.	12% (16)	8% (10)	8% (10)	13% (17)	11% (14)	33% (43)	15% (20)	100% (130)

4 rows total

## Organizational Effectiveness: Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
I like my current job.	32% (41)	17% (22)	8% (11)	9% (12)	14% (18)	12% (15)	8% (11)	100% (130)
I feel satisfied with my current job.	32% (41)	22% (28)	9% (12)	10% (13)	14% (18)	8% (10)	6% (8)	100% (130)
I am happy with my current job.	33% (43)	20% (26)	12% (16)	11% (14)	8% (11)	9% (12)	6% (8)	100% (130)

3 rows total

## Organizational Effectiveness: Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
Programs are in place to address military members'/employees' concerns.	28% (37)	12% (16)	8% (11)	18% (24)	16% (21)	13% (17)	3% (4)	100% (130)
Discipline is administered fairly.	35% (46)	18% (23)	13% (17)	11% (14)	9% (12)	12% (15)	2% (3)	100% (130)
Decisions are made after reviewing relevant information.	25% (32)	19% (25)	14% (18)	15% (19)	12% (15)	13% (17)	2% (3)	100% (129)

3 rows total

## Organizational Effectiveness: Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
At my workplace, I am mentally resilient.	11% (14)	9% (12)	16% (21)	9% (12)	18% (23)	23% (30)	14% (18)	100% (130)
I am enthusiastic about my work.	29% (38)	13% (17)	11% (14)	13% (17)	14% (18)	14% (18)	6% (8)	100% (130)
Time flies when I am working.	19% (25)	8% (11)	7% (9)	20% (26)	12% (15)	21% (27)	13% (17)	100% (130)

3 rows total

## EO/EEO/Fair Treatment: Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
Coworkers are treated as valued members of the team without losing their unique identities.	22% (28)	22% (29)	14% (18)	15% (19)	9% (12)	13% (17)	5% (6)	100% (129)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	17% (22)	12% (15)	8% (10)	17% (22)	19% (25)	23% (30)	5% (6)	100% (130)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	24% (31)	12% (15)	15% (19)	12% (16)	19% (25)	16% (21)	2% (3)	100% (130)
Outcomes (e.g., training opportunities, awards and recognition) are fairly distributed among military members/employees of my workgroup.	33% (43)	17% (22)	6% (8)	18% (24)	8% (11)	12% (15)	5% (7)	100% (130)
The decision-making processes that impact my workgroup are fair.	24% (31)	18% (23)	15% (20)	16% (21)	14% (18)	12% (15)	2% (2)	100% (130)

5 rows total

## EO/EEO/Fair Treatment: Inclusion at Work

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total
I feel excluded by my workgroup because I am different.	7% (9)	6% (8)	8% (10)	26% (34)	10% (13)	26% (34)	17% (22)	100% (130)

1 rows total

## EO/EEO/Fair Treatment: Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
Discrimination based on race/color/national origin does not occur in my workplace.	8% (11)	6% (8)	8% (10)	10% (13)	7% (9)	28% (37)	32% (42)	100% (130)
Discrimination based on religion does not occur in my workplace.	5% (6)	1% (1)	2% (2)	17% (22)	5% (6)	31% (40)	40% (52)	100% (129)
Discrimination based on sex does not occur in my workplace.	13% (16)	9% (12)	13% (17)	10% (13)	4% (5)	22% (28)	29% (37)	100% (128)
Discrimination based on sexual orientation does not occur in my workplace.	9% (11)	5% (6)	3% (4)	19% (24)	5% (6)	25% (32)	36% (46)	100% (129)
I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.	22% (28)	5% (7)	10% (13)	13% (17)	9% (12)	29% (37)	11% (14)	100% (128)

5 rows total



## EO/EEO/Fair Treatment: Discrimination

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total
Racial slurs, comments, and/or jokes are used in my workplace.	8% (10)	5% (7)	12% (16)	15% (19)	9% (11)	26% (33)	26% (33)	100% (129)
Sexist slurs, comments, and/or jokes are used in my workplace.	9% (11)	8% (10)	12% (16)	16% (20)	9% (11)	22% (28)	26% (33)	100% (129)

2 rows total

## EO/EEO/Fair Treatment: Sexual Harrassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
My chain of command/supervision adequately responds to allegations of sexual harassment.	5% (6)	2% (3)	6% (8)	26% (34)	12% (16)	34% (44)	14% (18)	100% (129)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	5% (7)	3% (4)	4% (5)	25% (32)	13% (17)	37% (48)	12% (16)	100% (129)

2 rows total

## EO/EEO/Fair Treatment: Sexual Harassment

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total
Individuals from my workplace use offensive gestures that are sexual in nature.	5% (6)	7% (9)	7% (9)	23% (29)	5% (6)	25% (32)	28% (36)	100% (127)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.	3% (4)	2% (2)	1% (1)	23% (29)	2% (2)	21% (27)	49% (63)	100% (128)

2 rows total

## EO/EEO/Fair Treatment: Sexual Harassment Retaliation Climate

In my work group, military members or employees who file a sexual harassment complaint would be...

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
Excluded from social interactions or conversations.	25% (29)	30% (34)	6% (7)	24% (28)	7% (8)	3% (4)	4% (5)	100% (115)
Denied career opportunities (e.g., denied training, awards or promotions).	31% (36)	29% (34)	10% (12)	19% (23)	4% (5)	3% (4)	3% (4)	100% (118)
Blamed for causing problems.	28% (33)	28% (33)	6% (7)	23% (27)	7% (8)	3% (4)	4% (5)	100% (117)
Discouraged from moving forward with the complaint.	29% (34)	30% (35)	8% (10)	19% (23)	5% (6)	3% (4)	5% (6)	100% (118)
Disciplined or given other corrective action.	31% (37)	34% (40)	8% (9)	20% (24)	2% (2)	3% (3)	3% (3)	100% (118)
Subjected to insulting or disrespectful remarks or jokes.	28% (33)	29% (34)	9% (10)	21% (24)	6% (7)	3% (4)	4% (5)	100% (117)

6 rows total

## SAPR: Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
My immediate supervisor models respectful behavior.	8% (10)	10% (12)	7% (9)	15% (19)	15% (19)	33% (41)	12% (15)	100% (125)
My immediate supervisor promotes responsible alcohol use.	5% (6)	4% (5)	2% (2)	13% (16)	12% (15)	47% (59)	18% (22)	100% (125)
My immediate supervisor would correct individuals who refer to coworkers as "honey," "babe," "sweetie," or use other unprofessional language at work.	6% (7)	10% (13)	2% (2)	16% (20)	10% (12)	38% (47)	19% (24)	100% (125)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	7% (9)	5% (6)	2% (3)	19% (24)	11% (14)	39% (48)	16% (20)	100% (124)
My immediate supervisor would intervene if an individual was receiving sexual attention at work (e.g., staring at someone's chest, standing too close, rubbing someone's shoulders).	6% (7)	2% (2)	3% (4)	15% (18)	7% (9)	40% (49)	28% (35)	100% (124)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes (e.g., sexual assault, violence, or suicide).	6% (7)	8% (10)	1% (1)	15% (18)	13% (16)	35% (43)	23% (29)	100% (124)

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6 rows total

## SAPR: Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	2% (2)	1% (1)	2% (2)	7% (9)	7% (9)	40% (50)	41% (51)	100% (124)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	6% (8)	2% (3)	6% (7)	6% (8)	6% (8)	28% (35)	44% (55)	100% (124)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members/employees from spreading rumors and speculation about the allegation.	5% (6)	4% (5)	4% (5)	10% (12)	7% (9)	31% (38)	40% (49)	100% (124)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	2% (2)	1% (1)	2% (2)	13% (16)	11% (13)	34% (41)	37% (44)	100% (119)
If a coworker were to report a sexual assault, my chain of command/supervision would support the individual for speaking up.	4% (5)	0% (0)	2% (2)	20% (24)	11% (13)	31% (38)	32% (39)	100% (121)

5 rows total

## SAPR: Sexual Assault Retaliation Climate

In my work group, reporters of sexual assault would be...

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
Excluded from social interactions or conversations.	29% (34)	25% (30)	6% (7)	25% (30)	6% (7)	3% (4)	6% (7)	100% (119)
Subjected to insulting or disrespectful remarks or jokes.	32% (38)	28% (33)	9% (11)	19% (23)	3% (4)	3% (3)	6% (7)	100% (119)
Blamed for causing problems.	30% (36)	27% (32)	6% (7)	23% (27)	5% (6)	3% (4)	7% (8)	100% (120)
Denied career opportunities (e.g., denied training, awards or promotions).	33% (39)	29% (35)	8% (9)	21% (25)	2% (2)	2% (2)	7% (8)	100% (120)
Disciplined or given other corrective action.	33% (39)	29% (34)	12% (14)	18% (22)	1% (1)	3% (4)	4% (5)	100% (119)
Discouraged from moving forward with the complaint.	31% (37)	30% (36)	5% (6)	24% (29)	3% (3)	3% (3)	5% (6)	100% (120)

6 rows total

## Connectedness: Burdensomeness

This question is negatively worded. Agreement with this item indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total
My future seems dark to me.	17% (22)	16% (21)	15% (19)	22% (28)	4% (5)	19% (25)	8% (10)	100% (130)

1 rows total



## Connectedness: Burdensomeness

This question is negatively worded. Agreement with this item indicates an unfavorable response.

Question	Very true for me	True for me	Somewhat true for me	Somewhat untrue for me	Untrue for me	Not at all true for me	Total
These days, I think I am a burden on people in my life.	12% (15)	9% (12)	12% (16)	7% (9)	38% (49)	22% (28)	100% (129)

1 rows total

## Connectedness: Belongingness

Question	Not at all true for me	Untrue for me	Somewhat untrue for me	Somewhat true for me	True for me	Very true for me	Total
These days, I feel like I belong.	12% (16)	25% (33)	21% (27)	18% (24)	18% (24)	5% (6)	100% (130)
These days, I feel that there are people I can turn to in times of need.	11% (14)	12% (15)	11% (14)	32% (41)	25% (33)	10% (13)	100% (130)

2 rows total

## Index Reference

Use this table to find out more information about the visuals in this report.

Report	Visual	Index	Description
Primary Climate Factor Results	Organizational Effectiveness	1.1	These factors help determine whether members support leadership in carrying out the organization's mission. Your unit's overall favorability ratings for Organizational Effectiveness are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.
Primary Climate Factor Results	Equal Opportunity / Equal Employment Opportunity / Fair Treatment	1.2	These factors help identify those social, personal, or institutional barriers that prevent people from rising to their highest professional level. Your unit's overall favorability ratings for EO / EEO / Fair Treatments are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.
Primary Climate Factor Results	Sexual Assault Prevention & Response	1.3	These factors help assess sexual assault response climate, prevention climate, and retaliation climate. Your unit's overall favorability ratings for Sexual Assault Prevention and Response are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.
Demographic Comparisons	Organizational Effectiveness	2.1	These factors help determine whether members support leadership in carrying out the organization's mission. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve organizational effectiveness in your unit.
Demographic Comparisons	Equal Opportunity / Equal Employment Opportunity / Fair Treatment	2.2	These factors help identify those social, personal, or institutional barriers that prevent people from rising to their highest professional level. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve EO / EEO / fair treatment in your unit.
Demographic Comparisons	Sexual Assault Prevention & Response	2.3	These factors help assess sexual assault response climate, prevention climate, and retaliation climate. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve sexual assault prevention and response in your unit.
Demographic Comparisons	Connectedness	2.4	Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve connectedness in your organization.
Secondary Climate Factor Results	Connectedness	2.5	Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Your unit's overall favorability rating of connectedness is displayed in this graph.
Secondary Climate Factor Results	Sexual Assault Reporting Knowledge	2.6	Knowledge of sexual assault reporting was assessed by asking several questions about who can/cannot receive unrestricted reports and eligibility for a military attorney. This graph shows each item, worded as a true statement. The percentage of respondents who correctly endorsed the statement as being true are shown in green (i.e., "Correct"), the percentage who did not endorse the statement as being true are shown in yellow (i.e., "Incorrect"), and the percentage who indicated they did not know are shown in gray (i.e., "Don't know").
Secondary Climate Factor Results	Unwanted Workplace Experiences	2.7	Respondents were asked whether, under their current senior leader and within the last 12 months, someone from their workplace did any of the following actions to them. Percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question or less than five men or women responded to a question.
Secondary Climate Factor Results	Hazing	2.8	The definitions of hazing was obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015. Respondents were asked if individuals in their workplace are pressured to engage in any of the following acts as part of an initiation or admission process (without a proper military or other governmental purpose); the percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question.
Secondary Climate Factor Results	Bullying	2.9	The definitions of bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015. Respondents were asked if individuals in their workplace who are seen as "different" are targets of any of the following actions; the percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question.

12 rows total

██████████ statement ICO CDR Azzarello

In either the spring or early summer of 2018, I came back to the Vella Gulf from an ID appointment for a new CaC. When I returned, one of my GM3's came to the office to say that XO (CDR Azzarello) wanted to see me in his stateroom. GM3 walked up with me, and when I entered XO's office he began to yell at me in front of my junior Sailor. He asked what spot check he was completing with GM3. I stated I was not aware of the check picked, and XO then asked GM3 which spotcheck he had picked. XO was angry that GM3 had approached him directly without giving him an opportunity to look at the 13 week report to select a spot check himself. I was not aware that GM3 had approached him without speaking with anyone in the direct chain of command, and when I explained that to XO he berated me some more for being a shitty DIVO and leader and told me to go get GMC. When I arrived with GMC, XO put GMC in front of me and began to berate him. Called him a piece of shit, worthless chief, bootcamp, compared time in service to him among other things. He got in his face and when Chief looked down XO began to say he gave him "a look" as in wanting to get physical with him. He said that if it were up to him, GMC would be off the ship today, would be DFCd and would lose his anchors. The whole time this is taking place, GM3 was standing outside the door looking in and listening. He told him to get the fuck out and then close the door. He then got in my face and began to scream at me saying similar things to me. He said he expected way more because I was a prior and knew how shit was supposed to work. He jabbed his fingers into my collar bone and berated me some more. I don't recall there being any blood or bruising, but the area was definitely sore and tender. He then told me to get out and find WEPS, FCACM, our DLCPO, and CMC. He then went through all of the same things, with them sitting on the couch in his stateroom. When we were dismissed GMC and I went to the focsle and talked. He was in tears and said he wanted to get off the ship and hated his job. I talked him down and told him to go home for the day and I would take care of it. I went to ██████████ and explained all of this and asked what to do. He explained he had similar interactions with the XO and that he thought about submitting an IG report, but that he had heard nothing would come of it. He told me it was up to me, but he didn't know how it would impact me or my career. I chose not to say anything. This all stemmed from a spot check from a third class who did not know the XO or his habits and did not report to the chain before approaching him. I spoke about it with my girlfriend, and with the other JO's in the 6man stateroom at the time, other than that I didn't talk about it.

Another instance was during deployment in 2017. He assembled all khaki on the fantail by MT52 to berate every khaki on our poor leadership. He said he had run by a bearing on some twine every day for 5 days and no one on the ship had moved it or dealt with it. He then saw a JO who had just gotten off bridge watch and was running and didn't hear the word passed for all khaki, so he had the word passed for ensign X, fantail. He told the OOD to pass the word just like that. She was a recent promote to LTJG and he wanted to pass for her as and ENS. When she came down he took the opportunity to humiliate her in front of every khaki on board. He then told us we would now have to post a watch next to the item until someone came forward and confirmed the equipment or item belonged to their dept/div.



**DEPARTMENT OF THE NAVY**

USS FORREST SHERMAN (DDG 98)  
UNIT 100327 BOX 1  
FPO AE 09569

1110  
Ser DDG 98/376  
3 Dec 19

From: Commanding Officer, USS FORREST SHERMAN (DDG 98)  
To: Commander, Naval Surface Force Atlantic

Subj: FORREST SHERMAN 90 DAY ASSESSMENT

1. I have been humbled to have the privilege and responsibility to command USS FORREST SHERMAN (DDG 98). I did not fleet up and I assumed Command on 4 September 2019, three hours before the hurricane SORTIE and ten days before FORREST SHERMAN departed Norfolk for a FIFTH Fleet deployment. We departed Norfolk as part of a Surface Action Group due to an engineering casualty to USS HARRY S. TRUMAN (CVN 75). For the past three months FORREST SHERMAN has executed security and presence operations in the North Arabian Sea, Gulf of Oman, and Southern Arabian Gulf (SAG), conducting several Strait of Hormuz escort missions, and Visit, Board, Search, and Seizure Operations in support of Operation NEXUS GUARD and SENTINEL in the Gulf of Oman and SAG. I am incredibly proud of how the ship and my crew have performed during our operations in the FIFTH Fleet Area of Responsibility (AOR) as my crew is motivated and continues to embrace the high operational tempo and I feel we are prepared to respond to tasking wherever needed.

2. The following is an assessment of FORREST SHERMAN's overall readiness approaching my first 90 days in Command:

a. Manning

(1) We are currently at 93% Fit and 104% Fill. This includes 18 temporary additional duty personnel from other commands and two operational holds, seven of which are E-6 and senior. In my Wardroom, I am currently gapped my Chief Engineer (LIMDU), Plans and Tactics Officer (LIMDU), and Damage Control Assistant, but have received orders on all replacements. My top manning concern is the gap in Chief Petty Officer leadership, especially within my Engineering Department. My GSCS (Top Snipe) billet has been gapped for twelve months with no relief in sight. Additionally, during my time onboard I have not had a GSMC within my Engineering Department. Initially this was due to a light duty situation that ultimately became a LIMDU loss. The lack of any GSMC-level leadership has negatively impacted the level of technical expertise and resulted in a lack of senior leaders to train and mentor my young engineers and to enforce good engineering practices. We have been able to ORDMOD and bring in a GSMC earlier than anticipated in late December 2019 to help alleviate the shortfalls; however, my Executive Officer and I focus a large amount of our time being involved in the spaces.

(2) In addition to the gaps in Engineering Department, I am currently gapped an LSC, GMC, FCC, and QMC with an FCC relief in March 2020 and GMC relief in May 2020

Subj: FORREST SHERMAN 90 DAY ASSESSMENT

identified. All of these Chief Petty Officer gaps have had a direct impact in establishing and maintaining standards in their respective divisions and departments and are some of the areas we struggle in. I am also facing the reality that the TEMADD personnel that have augmented my manning will be departing at the end of deployment.

b. Training

(1) My initial assessment is FORREST SHERMAN suffered from Operational Overconfidence; whereas she had performed so extremely well as an Alternate Air Warfare Commander (XC) for so long, that by doing so let training and standards slip in almost every other area as XC duties were the singular focus on the ship. I assess my overall training and proficiency of my crew as average to slightly below average, and cleanliness, stowage, and preservation as below average, although rapidly improving on all fronts.

(2) For example, when I ran my first General Quarters Drill the day after taking command it took over forty minutes for the ship to set Material Condition Zebra. After three months of dedicated training, to include multiple General Quarters drills in one day, we are now consistently able to set Zebra in the required time. Small boat operations were another area of concern in which I have assessed our proficiency as below average. To remedy, we have continued to conduct small boat line handling training and boat movement 3-4 times per week for the last two months to increase our proficiency. To improve our cleanliness, stowage, and preservation we have restarted our Zone Inspection to include the participation of senior leaders, added a permanent preservation team that is working top side and expanding into the engineering plant, and increased focus on daily cleaning stations.

(3) FORREST SHERMAN returned from deployment with HARRY S. TRUMAN Carrier Strike Group on 18 December 2018, conducted the Basic Phase Certification Validation (CV) program while in Sustainment, and redeployed nine months later on 14 September 2019 without the benefit of a Maintenance Phase. As one of the first ships to execute the new CV program, FORREST SHERMAN identified several areas that could be improved and which have been implemented by other ships. I feel the timing of the CV immediately after deployment did not appropriately prepare the crew for this deployment due to the 22% turnover of the crew since March 2019, when our CV was completed. Additionally, FORREST SHERMAN prepared for a SIXTH Fleet deployment, which we did not deploy to and in doing so was not prepared for the challenges of the FIFTH Fleet AOR. Specifically the lack of depth in watchstanding and gun qualifications did not support manning two independent gun quarters sections, two independent SNOOPIE sections, and multiple restricted water watchteams to support the long transit required in this region. Thus far, we have had a Suez Canal transit, five Straits of Bab el Mandeb transits, and two Straits of Hormuz transits, with 15 additional transits scheduled between now and 1 January 2020.

(4) We are preparing for-READ E-1 now and will execute READ-E-1 in January as we begin preparations for the upcoming Maintenance Phase and our next Basic Phase. Additionally, we have spent a significant amount of time planning for post-deployment schools, laying that

Subj: FORREST SHERMAN 90 DAY ASSESSMENT

plan alongside our schedule and maintenance requirements to ensure we maintain a high level of readiness while executing an aggressive school plan. While on deployment, my team does an excellent job of balancing RE accomplishment with real-world mission execution, taking advantage of events that occur throughout the course of operational tasking.

c. Equipping

(1) I currently have two CAT 3 CASREPs and 11 CAT 2 CASREPs causing minor degradations. Corrections of those CASREPs are dependent on parts delivery, onboard technical assistance, and for several, time inport to correct the casualties. My crew works hard and embraces self-sufficiency to maintain a high level of material readiness. The logistics access during this deployment has been challenging, as there is limited access to logistics hubs to receive parts outside of the Arabian Gulf. However, the ingenuity of my team has kept degradations from becoming mission-limiting casualties. We have also had success working with other CRUDES units in the SAG to transfer critical mission-limiting parts between ships.

(2) My most challenging equipment issue thus far has been the fragility of the CANES network computer system. During my Change of Command turnover day, a CANES NIPR rebuild was in progress from a previous power outage/system crash. Technicians worked 20 hour days during the Hurricane Dorian SORTIE in an attempt to restore services prior to deployment. NIPR access remained limited upon departure for deployment with an embarked ISEA engineer to complete the rebuild process. Approximately 12 days later full network functionality had finally been restored. On 29 October 2019, ventilation was secured to the CANES equipment room due to a possible refrigerant leak in NR1 Reefer. CANES technicians utilized standard shutdown procedures in accordance with CSOSS to save the equipment due to a loss of air flow to the space. Days later, the entire CANES NIPR network failed again. We were down NIPR services during this second outage for 17 days, affecting my ability to order parts, order food, submit work candidates, create watchbills via RADM, and a myriad of other mission critical functions. In fact, I could not even open the ships store to provide items to the crew, which did impact morale.

d. Personal Concerns


(1) I am concerned about the mental health of some of my Sailors and the stress caused by the increased OPTEMPO under the Dynamic Force Employment model. This year alone FORREST SHERMAN has had eleven sailors diagnosed with depression/anxiety, nine sailors placed on LIMDU for Adjustment Disorder, and five sailors with suicidal ideations. I have directed my Command Readiness Team and Independent Duty Corpsman to work aggressively to identify these sailors in need and get them the help they need early, before their mental health and wellness deteriorate. The possibility of a second extension of our deployment has increased the stress level onboard, which my leadership team has been tackling with discussion, deck plate leadership, and a focus on caring for our sailors. My Chaplain has developed a cultivating values workshop that is held weekly where we address and provide direction to our Sailors' problems and concerns such as cultivating values of mental toughness, resiliency, values of personhood,

Subj: FORREST SHERMAN 90 DAY ASSESSMENT

value of discipline, leadership, character, as well as an opportunity to reflect on our Navy's core values of Honor, Courage and Commitment. Our mental toughness discussion has been our most popular and well attended so far, with approximately 30 Sailors from E-1 to O-3 attending. During this discussion my Chaplain and I partnered to address the issue and to show how cultivating the value of mental toughness is critical in the successful execution of the mission and the absolute necessity in combating and dealing with all types of stresses that may arise especially during deployment. These sessions have proven very helpful and beneficial among our Sailors in keeping our ship's motto - "Relentless Fighting Spirit."

3. We are in the process of completing our 90 day Defense Equal Opportunity Management Institute Organizational Climate Survey this month, which has been delayed due to our NIPR casualty. I anticipate comments and concerns on the ship's schedule, Dynamic Force Employment, the current deployment, the CV process, the lack of training, and the impact those topics have had on the morale and mental health of the crew. I plan to use focus groups and create an aggressive Plan of Action and Milestone to address any issues identified in the results of the survey.

4. My goal since taking Command has been to increase the crew's level of knowledge and improve my ship's material condition. While, my top priority is to promote a culture of excellence by creating warfighters who are ready and prepared to execute when called upon to do the nation's bidding. I am confident we will finish this deployment with distinction and continue to excel during our follow-on operations and tasking. Relentless Fighting Spirit!

  
F. J. AZZARELLO  
The Fighting 98



## Azzarello, Frank J CDR USN, DDG98

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**From:** Azzarello, Frank CDR USN, DDG98  
**Sent:** Thursday, March 5, 2020 1:48 PM  
**To:**

**Cc:** Bridges, Damon CDR USN, DDG98; Nelson-Williams, Judith CMDCM USN, DDG98  
**Subject:** Departmental Leadership Expectations

All,  
As discussed today. Below are my minimum expectations for inport and U/W operations for each department's leadership:  
-DH, DLCPO, DIVO's and CPO's will meet a minimum of twice daily to discuss all pertinent issues. At a MINIMUM it shall include:  
--Personnel matters  
--Repairs and PMS  
--Current & long range schedule  
--Supply matters  
--Administrative matters  
--Watchbill/PQS matters  
--Additional tasking/information as directed by the DH -All Divo's will check in with their DH in person at least two additional times per day to provide updates to their DH and to receive additional tasking. If this is not being met, provide written counseling.  
-DH's & DLCPO's will ensure all DIVO's & CPO's walk ALL of their assigned spaces a minimum once per day. If this is not being met, provide written counseling.  
-DIVO's & CPO's will meet in person at least two additional times per day for coordination, reporting and execution of any additional tasking.  
-All Divisions will have quarters daily and unless on watch will be led by the DIVO, CPO & LPO.

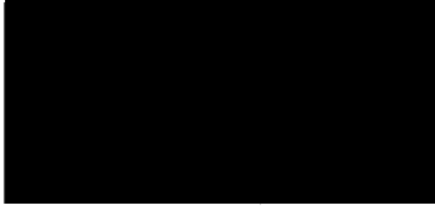
### Additional tasking:

-All DH's will read SORM 3120.32D para 3.5 and the specific paragraph for their assigned position.  
-All DH's will instruct their DIVO's to read SORM para 3.34 and any specific paragraph for their assigned position. i.e. ELECTRO, 1st LT, NAV etc.... and discuss their specific responsibilities.  
-All DH's will review each of their Division Officers task tracking method and email management procedures to ensure they have both, that they are effective and that they are using them. If they do not; provide direct and specific procedures for them to use.  
-All DLCPO's will review each CPO's tasking tracking method and email management procedures to ensure they have both, that they are effective and that they are using them. If they do not; provide direct and specific procedures for them to use.  
-All DLCPO's will review SORM Para 3.34 & 3.37 with each CPO and ensure they know what is required of them and of a DIVO.

DH's compile the results of above tasking for both your DIVOs and CPO's and send them to me via email by 14 March.

All DH's and DLCPO's are required to acknowledge this email.

R/  
CDR Frank Azzarelo  
Commanding Officer  
USS FORREST SHERMAN (DDG 98)



"RELENTLESS FIGHTING SPIRIT!"