



Naval Education and Training Command



2022 Annual Report



MyNAVYHR
Serving Sailors 24/7

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This publication's goal is to inform the Naval Education and Training Command (NETC) domain and its stakeholders about Force Development (FD) activities and achievements during Fiscal Year 2022. The publication is authorized by the NETC commander and is approved for public release. Photos and artwork are official U.S. Navy imagery. Material may be reprinted without permission.

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Front cover:

The front cover contains a collage of Sailors participating in various training activities.



Commander's Welcome

Fiscal Year (FY) 2022 was an extremely challenging and rewarding year for the Naval Education and Training Command (NETC), the Force Development (FD) pillar of MyNavy HR. I am excited to present you with our Annual Report which contains highlights from our strategic plan's achievements, operating performance metrics for the FD enterprise, and future opportunities.

NETC is the largest shore command in the Navy with a workforce – both uniformed and civilian – of more than 24,000, including our Recruiting Nation. We are training over 35,000 students on any given day. Altogether, we are responsible for over 59,000 personnel. To support the Secretary of Defense's National Defense Strategy and our Navy's focus on increasing naval power, we must recruit the best talent that the nation has to offer and, through high quality training, produce lethal, capable, and highly-skilled Sailors, ready to fight and win in any scenario.

In FY 2022, we continued to face the challenges of maintaining an uninterrupted Sailor supply due to the ongoing coronavirus pandemic, meeting recruiting goals for highly talented individuals in a strong economy, and ensuring that our key initiatives of Ready Relevant Learning and Warrior Toughness continued to advance successfully.

Our contributions as the FD team are to help build and sustain a strong, diverse, and healthy force, ready at all times, and focused on warfighting at every level. We must cultivate the talent and unique insights of individuals from diverse personal, cultural, and professional backgrounds.

I am proud to report that our extraordinary team met our enlisted active-duty recruiting goal and advanced our training missions, while starting to lean-in with the Chief of Naval Operations' *"Get Real, Get Better"* call to action in pursuit of exceptional performance.

Our country is engaged in a long-term strategic competition, and we are facing challenges to our traditional warfighting advantages in new ways and with ever-evolving technology. These challenges must be met by the foundational strength of the Navy, our enduring asymmetric advantage – our people. What our naval forces do now together will set the maritime balance of power for the rest of this century. The following pages demonstrate how NETC is using innovation, technology, and the time-honored "Can Do" Navy spirit to look to the future with a learning mindset, committed to focused and disciplined improvement.

I invite you to celebrate our accomplishments with us.



RADM Peter A. Garvin
Commander, Naval Education and Training Command



FORCE DEVELOPMENT ORGANIZATION



Naval Reserve Officers Training Corps (NROTC) New Student Indoctrination (NSI) midshipman candidates participate in firefighting application training in the USS Chief Recruit Fire Fighter Trainer at Recruit Training Command (RTC).

Learning Centers

- Center for Naval Aviation Technical Training
- Surface Combat Systems Training Command
- Center for Information Warfare Training
- Submarine Learning Center
- Surface Warfare Schools Command
- Center for Explosive Ordnance Disposal and Diving
- Center for Security Forces
- Center for Service Support
- Center for Seabees and Facilities Engineering
- Naval Special Warfare Leadership Education and Development Command
- Engineering Duty Officer School
- Naval Aviation Schools Command
- Naval Leadership and Ethics Center

FISCAL YEAR 2022 QUICK FACTS

<i>Learning Sites</i>	<i>Recruiting Stations</i>	<i>Courses</i>	<i>Students Onboard</i>
247 sites (245 NETC and 2 NORU) including: <ul style="list-style-type: none"> Continental U.S. Hawaii Guam Japan Spain 	974 Recruiting stations: <ul style="list-style-type: none"> U.S. Puerto Rico Guam Italy Japan Plus: e-Talent Teams	4,116 including: <ul style="list-style-type: none"> Instructor-led Interactive multi-media Blended learning solutions 	35,452 Daily average students onboard including: <ul style="list-style-type: none"> Boot Camp OCS/ODS “A” Schools “C” Schools “D”, “F”, “T” Schools
<i>Funds Administered</i>	<i>Facilities</i>	<i>Workforce</i>	<i>Electronic Classrooms</i>
\$2.6B including NETC Pass-thru of \$477.8M	Approximately 22.6M sq. ft. including: <ul style="list-style-type: none"> Recruiting facilities Dormitories Schools Classrooms Galleys 	24,521 personnel Comprised of: <ul style="list-style-type: none"> 18,753 Military 3,781 Civilian 1,987 Contractor (11,522 instructors and 4,042 recruiters) (Pass-thru 2,890 personnel)	17,424 Virtual seats and 7,338 Physical seats in 3,290 classrooms at 65 sites

FORCE DEVELOPMENT PRODUCT PORTFOLIO

- Recruiting
- Enlisted accession training (Boot Camp)
- Officer accession training (OCS/ODS/LDO/CWO/STA-21)
- Enlisted accession reclassification/distribution
- Rating-specific Apprentice/Journeyman/Master-level training (“A” and “C” Schools)
- Functional training (“D”, “F”, and “T” Schools)
- Officer development (Navy ROTC)
- Citizen development (Navy JROTC and NDCC)
- Command triad leadership and ethics development
- Senior enlisted leadership development
- Voluntary college education via Tuition Assistance and Navy College Program for Afloat College Education
- Academic guidance and assessment testing, and online academic skills program
- Advancement In-Rate exam administration
- Personnel Qualification Standards and Rate Training Manuals
- Inter-service Training Review Organization
- International military student training
- Industry certifications (Navy COOL / USMAP)
- Language, Regional Expertise, and Culture



FORCE DEVELOPMENT STRATEGIC PLAN

Mission

Recruit, train, and deliver those who serve our Nation, taking them from street-to-fleet by transforming civilians into highly skilled, operational, and combat-ready warfighters.

Vision

Leverage the latest in innovation, enabled by technology, to build our competitive advantage as the global leader in recruiting, training, and delivering naval forces.

Guiding Principles

- **Strive for Excellence, Operate with Integrity and Accountability**
- **Deliver Unparalleled Service**
- **Promote Data-Driven and Predictive Analytics**
- **Foster Communication and Collaboration**

Strategic Goals

In FY 2022, FD identified four strategic goals, or broad primary outcomes, to support the FD Vision. They spanned a five-year horizon and aligned with MyNavy HR and the Chief of Naval Operations (CNO) strategic guidance.



Ensign Alejandro Trevino, a student in the Civil Engineer Corps Officers School (CECOS) Basic Class 273, participates in a security halt while conducting a patrol during a five-day CECOS field training exercise at Naval Base Ventura County, California.

- 1. Forge and Deliver Combat-Ready Warfighters.** Continually increase warfighting readiness through close coordination and collaboration with the fleet. Relentlessly assess and improve FD by evaluating those we recruit and train against desired and stated objectives and outcomes tied to warfighting readiness.
- 2. Transform FD to Modernize Delivery.** To deliver combat-ready warfighters to the fleet, FD must modernize its infrastructure and apply innovative concepts through integration of research, emerging technologies and data interoperability. Advances in the science of learning, enabled by technology, will aid in recruiting, enhance learning, improve supply chain flow and provide highly skilled Sailors to the fleet.
- 3. Evolve Into an Outcome-Focused Organization.** As an organization, we will leverage authoritative data environments to make well-informed, data-driven business decisions to create opportunities, predict future trends, optimize current operation, and produce actionable insights into our recruiting, training, and delivery of warfighters. Through data-driven decision-making, we will improve transparency and accountability, and improve teamwork and staff engagement.
- 4. Cultivate Excellence throughout FD.** To build a culture across FD of excellence, we will synchronize and align to support the staff, the Sailor, and the fleet. People — military, civilian, and contractors — are both our most valuable resource and the key to accomplishing FD's objectives.

Each Strategic Goal was supported by Strategic Objectives that identified clear outcomes and end states necessary to achieve the goal. Finally, under the strategic objectives, we had annual goals. Each annual goal had performance measures, which allowed us to see each step that needs to be completed in order to accomplish the annual goal.

In the following pages, we outline details of the FY 2022 annual goals and accomplishments.

STRATEGIC GOAL #1.0

Forge and Deliver Combat-Ready Warfighters

SG1: Forge and Deliver Combat-Ready Warfighters

Actual Complete: 77%
Target Complete: 100%

FY 2022 Annual Goals	Results
1.1.1. Evolve NROTC Training by fully executing New Student Indoctrination and securing Sea Trials funding	Partially complete (adjusted to FY 23-27 FD Strat Plan)
1.1.2. Fund Recruit Training Command (RTC) Level 1 Firefighting and Damage Control Wet Trainer	Partially complete (adjusted to FY 23-27 FD Strat Plan)
1.1.4. Implement Naval Security Forces Sentry Training at RTC as part of the 10-week BMT.	Minor delay. Resourcing requirements are currently being reviewed and refined following proof of concept pilot.
1.2.1. Increase overall FD Domain manning	Partially complete (adjusted to FY 2023-27 FD Strat Plan)
1.2.2. Reduce critical instructor staffing shortage	Complete
1.3.1. Assess facilities to inform fielding and sustainment of technical training equipment	Partially complete (adjusted to FY23-27 FD Strat Plan)
1.3.2. Ready Relevant Learning (RRL) - deliver six modernized ratings in FY22	Scheduled to complete Q1 FY23
1.4.1. Establish Advanced Warrior Toughness Training Course	Complete
1.4.2. Create Advanced Warrior Toughness Training Tracking NEC	Complete
1.4.3. Issue NETC Warrior Toughness instruction	Complete
1.4.4. Incorporate Warrior Toughness concepts and skills into "A" & "C" school training	Partially complete (adjusted to FY23-27 FD Strat Plan)
1.4.5. Incorporate Warrior Toughness into the Navy Instructor Training Course	Complete
1.4.6. Incorporate Warrior Toughness cultural workshops into Navy Leadership and Ethics (NLEC) courses	Complete
1.4.7. Develop and launch a Warrior Toughness website	Complete
1.4.8. Develop a Warrior Toughness campaign video	Complete
1.4.9. Develop a Warrior Toughness mobile application	Complete



Flight Deck firefighting training with USS BILLINGS (LCS-15) at SWSC Engineering Learning Site Mayport, Florida.

STRATEGIC GOAL #2.0

Transform FD to Modernize Delivery

SG2: Forge and Deliver Combat-Ready Warfighters

FY 2022 Annual Goals

Actual Complete: 68%
Target Complete: 100%

Results

2.1.2. Complete Virtual Desktop Initiative (VDI) for non-classified environment	Complete
2.1. Initiate VDI install and classroom migration for secret environment	Scheduled to complete 1Q FY23.
2.1.4. Deploy Wi-Fi and approved mobile devices	Complete
2.1.5. Modernize the Training Network (TRANET) to support delivery of RRL curriculum content	Partially complete (adjusted to FY23-27 FD Strat Plan)
2.1.6. Establish recruiting enclave or app store within Flankspeed solution	Complete
2.1.7. Rollout iPad and NMCI seats to Recruiting Talent Scouts	Complete
2.1.8. Integrate Navy Accessions Security Information System (NASIS) into Enterprise Customer Relationship Management (eCRM) located in Salesforce	Partially complete (adjusted to FY23-27 FD Strat Plan)
2.1.9. Update eCRM Personalized Recruiting for Immediate and Delayed Enlisted Modernization (PRIDE MOD) interface	Scheduled to complete 4Q FY23.
2.1.10. Deliver eCRM mass texting capability	Partially complete (adjusted to FY23-27 FD Strat Plan)
2.1.11. Pursue common officer application process for all officer accessions	Complete



Students at Naval Technical Training Center Meridian, Mississippi participate in organized sports competition events during the quarterly Warrior Toughness Challenge.

STRATEGIC GOAL #2.0 (continued)

Transform FD to Modernize Delivery

SG2: Forge and Deliver Combat-Ready Warfighters	Actual Complete: 68% Target Complete: 100%
FY 2022 Annual Goals	Results
2.1.12. Automate Recruit Training Command and Officer Training Command training data from “Hard Cards”	Partially complete (adjusted to FY23-27 FD Strat Plan)
2.1.13. Create infrastructure within Naval Education and Training Future Officer and Citizenship User System (NETFOCUS) to enable execution of NROTC Virtual Scholarship Selection Board	Scheduled to complete 1Q FY23.
2.2.1. Deploy the learning management system and learner record store	Partially complete (adjusted to FY23-27 FD Strat Plan)
2.2.2. Integrate Microsoft Teams collaboration tool into training delivery	Scheduled to complete 2Q FY23.
2.2.3. Deploy a modernized curriculum development system	Partially complete (adjusted to FY23-27 FD Strat Plan)
2.3.1. Finalize the MNL Functional Requirements Document in coordination with MyNavy HR N1 Enterprise Support and the RRL Executive Steering Committee	Partially complete (adjusted to FY23-27 FD Strat Plan)
2.3.2. Execute Lean Portfolio Management (LPM) phase of PEO MLB Transformation Delivery Model (TDM) process as Functional Lead/Product Owner	Complete
2.3.3. Mature the competency framework to align with the Career-Long Learning Continuum data being developed as part of the Rating and Career Domain Continuum	Complete
2.3.4. Integrate content reuse requirement into RRL Content Modernization Process	Partially complete (adjusted to FY23-27 FD Strat Plan)



Recruits perform a physical training session outdoors at Recruit Training Command Great Lakes, Illinois.

STRATEGIC GOAL #3.0

Evolve Into an Outcome-Focused Organization

SG3: Evolve Into an Outcome-Focused Organization

Actual Complete: 98%
Target Complete: 100%

FY 2022 Annual Goals

Results

- | | |
|---|--|
| 3.1.1. Improve supply chain yield to fleet | Partially complete (adjusted to FY23-27 FD Strat Plan) |
| 3.2.1. Identify and prioritize NETC Headquarters' critical processes and align resources to support FD and higher echelon strategies | Complete |
| 3.3.1. Coordinate with USFMC and the TYCOMs to measure the outcome of RRL modernized ratings to determine if RRL improves Sailor performance and enhances mission readiness | Complete |



Surface Warfare Schools
 Command Boiler Front
 training in Newport, Rhode
 Island.

STRATEGIC GOAL #4.0

Cultivate Excellence throughout FD

SG4: Cultivate Excellence throughout FD

Actual Complete: 94%
Target Complete: 100%

FY 2022 Annual Goals

Results

- | | |
|--|--|
| 4.1.2. Increase DEI opportunities in the NROTC programs | Partially complete (adjusted to FY23-27 FD Strat Plan) |
| 4.1.3. Evaluate performance against benchmarks for NROTC application | Complete |
| 4.2.1. Improve team synergy in a distributed environment | Complete |
| 4.2.2. Create a viable mentoring program | Partially complete (adjusted to FY23-27 FD Strat Plan) |
| 4.3.1. Create Command Training Officer (CTO) position | Complete |
| 4.3.2. Explore viable options for civilian career development plan | Complete |
| 4.3.3. Implement a supervisor skills training program | Complete |
| 4.3.4. Implement a brown bag lunch program | Complete |
| 4.5.1. Increase FD-wide communications modality and frequency | Complete |
| 4.5.2. Issue FY22 Commander's Intent | Complete |
| 4.5.3. Increase professional development & training opportunities | Complete |
| 4.5.4. Increase DEOCS participation by 10% | Complete |

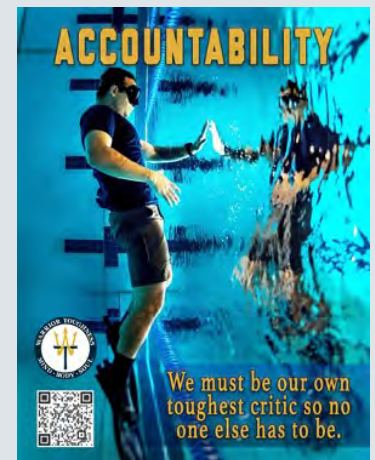
WARRIOR TOUGHNESS (WT)

Designed to increase the Navy's warfighting capabilities, WT is a critical component of the Navy's Culture of Excellence's (COE) first line of effort (LOE), "Developing a Lethal Warfighting Force." WT is built upon the ideals espoused in the Navy's Core Values of Honor, Courage, and Commitment.

WT is an evidence-based, holistic, and individualized human performance skillset that strengthens mental, physical, and spiritual toughness, with a particular emphasis on the pursuit of peak performance. The program leverages performance psychology skills (commonly used by elite athletes) character development, and the Warrior Mindset, a series of warfighting concepts initially developed by Naval Special Warfare.

The WT campaign plan includes creating a continuum of WT across a Sailor's career, consisting of three LOEs:

- LOE 1) Develop Toughness.** WT is fully integrated into all initial accession training courses to include Recruit Training Command, Officer Training Command, and Naval Reserve Officers Training Corps (ROTC), exposing more than 45,000 new Sailors and officers to the skill set. WT is interwoven into all aspects of training and is continually reinforced as training progresses. Naval Service Training Command leads this LOE.
- LOE 2) Fortify Toughness.** WT is being integrated into post-accession training courses to include basic and advanced technical training ("A" and "C" schools), functional and team training ("F" and "T" schools) with a completion date at the end of FY 2023. The NETC Director of Training Operations leads this LOE.
- LOE 3) Institutionalize Toughness.** In this LOE, WT is being incorporated into fleet activities and operations. U.S. Fleet Forces Command (USFFC) leads this LOE, and, as part of their "Optimize Performance through Toughness" initiative, they are tasked to develop an overarching continuum of toughness and mental health support throughout the Sailor's career. Commander, Naval Surface Force Atlantic (CNSL) is leading the charge with the integration of WT mindset and performance optimization skills into existing ship training, programs, and battle rhythm.



WT helps to advance the warfighter culture by strengthening a Sailor's mind, body, and soul, developing a Sailor's self-confidence and self-control to optimize performance under intense pressure and stress, such as in emergency and combat environments. It consists of several techniques that focus on building intrinsic motivation and dedication to the four pillars of the Warrior Mindset: commitment, preparation, execution, and reflection. WT augments existing technical training efforts and has demonstrated improvements in performance by enhancing warfighting skills, capabilities, and connectedness to the organization and to shipmates.

WT skills and concepts are useful for all personnel from the most junior to the most senior, and are fully integrated into all accession pipelines and NETC training courses. Without increasing course length, WT skills and concepts are integrated into an appropriate portion of each NETC course, highlighting how they are applied in the fleet. The Advanced Warrior Toughness Training Course teaches leaders how to properly integrate these invaluable WT skills, taught in accession pipelines and reinforced through NETC courses, into fleet training and operations. Additionally, there is a newly released mobile phone app designed to be a fleet-wide WT resource that includes a range of information from the theory behind the techniques to scripts for use at local units. In a short period, the app has become the second most downloaded in the Navy's portfolio.

READY RELEVANT LEARNING (RRL)

As the RRL program matures in its efforts to modernize Navy training, RRL continues to focus on improving the quality of training, with a focus on the Science of Learning, specifically designed to be agile, mobile, and dynamic to teach the essential knowledge and skills needed in the current operational environment.

Additionally, training is aligning more closely with point-of-need and time-of-need so that Sailors are ready to operate and maintain their equipment at the extreme technical end of its capability, and control the high end of maritime conflict. NETC works closely with the RRL executive agent, U.S. Fleet Forces Command (USFFC); the Acquisition Agent, Naval Air Warfare Center Training Systems Division (NAWCTSD); the resource sponsor, Chief of Naval Personnel, warfare type commanders (TYCOMs); and other key stakeholders to execute the vision for RRL within the governance structure established by the Vice Chief of Naval Operations in the RRL Integration Board and Executive Steering Committee Charter.

In collaboration with NAWCTSD, Learning Centers, TYCOMs, and fleet-endorsed subject matter experts, NETC has focused on “performance based” standards in order to provide greater opportunity for Sailors to perform multiple “reps and sets” and gain hands-on experience in their training. USFFC continues with the development of the Career-Long Learning Continuums (CLLC) across a Sailor’s career, ensuring that every Sailor receives the right training at the real-world point-of-need to support assigned tasking. The CLLC work has progressed to the second stage. As CLLCs are completed and TYCOMs prioritize training issues affecting readiness, RRL now includes training modernization priorities across a Sailor’s entire career, resulting in improved training at the journeyman and master levels in addition to accessions-level training.

To evaluate training effectiveness, NETC and the TYCOMs develop a portfolio of critical tasks for each rating selected for baseline evaluation. Then Kirkpatrick Level surveys are developed for both the Sailor and their supervisor which evaluates the tasks within the three dimensions of proficiency, quality of training, and frequency of task performance. The University of California-Los Angeles (UCLA) National Center for Research on Evaluation, Standards, and Student Testing (CRESST), in collaboration with NETC, designed, developed, analyzed, and reported the results of the surveys.

A few of RRL’s accomplishments in FY 2022 include:

- CLLCs developed for the YN, YNS, QM, RS, STG, PS, OS, PR, AZ, ABH, ABF, LS, LSS, and ABE ratings.
- LS and LSS ratings completed modernized delivery.
- Four ratings began modernized course delivery with technical training labs that will be coming online in FY 2023: ABE, ABH, ABF, and A-PACT.
- Four ratings completed the requirements development stage: CM, GM, MMA, and TM.
- Seven ratings completed content conversion: LS, MR, EM, E-PACT/BECC, STS, BM, and S-PACT.
- During the requirements development stage, the STS rating curriculum was determined to meet the RRL tenets to be “RRL compliant” and did not require additional content conversion.
- Nine baseline surveys were completed to identify the effectiveness of pre-RRL training for on-the-job performance pertaining to rating-specific critical tasks for the AD, AME, IT, AZ, ABF, ABH, AM and ABE ratings and one for the Navy Instructor Training Course (NITC).



Mr. Troy Caver, right, a Center for Naval Aviation Technical Training Unit (CNATTU) Norfolk instructor, demonstrates fiber optic visual fault finding to CNATTU Norfolk students Aviation Electrician's Mates 2nd Class Tyler Saloni, left, and Zachary Gamez.

INNOVATION

NETC remains steadfast in its creative approach to discover and implement disruptive technologies and Science of Learning techniques that enable Sailors to gain advantages in their learning, technical skills, and professional development. Innovation enables problem-solving and creative insight from different perspectives, taking advantage of the diversity of experience and thought. Innovation also enables Force Development (FD) to not only target initiatives that address weaknesses, but it also gives FD the ability to conduct smaller, less risky projects as a cost-avoidance measure to better inform larger acquisition decisions. It fosters growth and a way to gain an advantage over our competition.



The NETC Research and Development (R&D) & Innovation team is constantly searching for opportunities to leverage innovation activities through available Department of Defense (DOD) and Department of the Navy (DON) initiatives. One way is through the National Security Innovation Network (NSIN). The NSIN is a DOD program office which seeks to create communities of innovators to solve national security problems. NSIN partners with national research universities and the venture community to reinvigorate civil-military technology collaboration.

Working with major universities, a few of the NETC R&D and Innovation team's projects in FY 2022 include:

- **Automatic Performance Evaluation in Training Activities** – This was to address the problem of there being no automated or timely way to measure performance in digital training activities. The project looked at developing a haptic feedback glove which could be used with the Microsoft HoloLens device to provide the user a physical feeling for grabbing a valve in an augmented reality environment.
- **Voice First Technologies** – Voice communications are critical to carrying out most operator job tasks in the Navy, but Sailors are unable to practice on their own, in realistic scenarios, through computer-based learning applications. The students examined how to use open source “voice to text” technical solutions and developed an open source opportunity for continued research.
- **Navy Student Input Plan (SIP) Process and Production Management** – The project was taken on by a senior design team at a major university to identify a means to support Navy accession models, while taking into account the realities of trimester variability in student loading, and the limitations and impacts to training support capacities. The team worked to more accurately reflect arriving student demographics, creating better situational awareness for learning centers regarding incoming “A” school student billeting, dining facilities, and overall accountability.
- **Train Trax (Training from any eXperience)** – Training and learning often occurs in non-formal ways. This project sought to develop an open source method to capture the training and learning experiences and build on DOD's Advanced Distributed Learning's cmi5 and xAPI efforts to demonstrate data capture outside a formal learning management system.
- **Automated Metadata Tagging and Content Summarization** – This initiative involved working with the MyNavy Learning team to automate the process of applying metadata tags to curriculum components. There are several open source tools for generating metadata tags. The university's team researched artificial intelligence algorithms that handle textual comprehension or summarization, in addition to audio, video, and graphics.



STA-21 candidates utilize HoloLens virtual reality at the Conning Officer Virtual Environment (COVE) simulator.

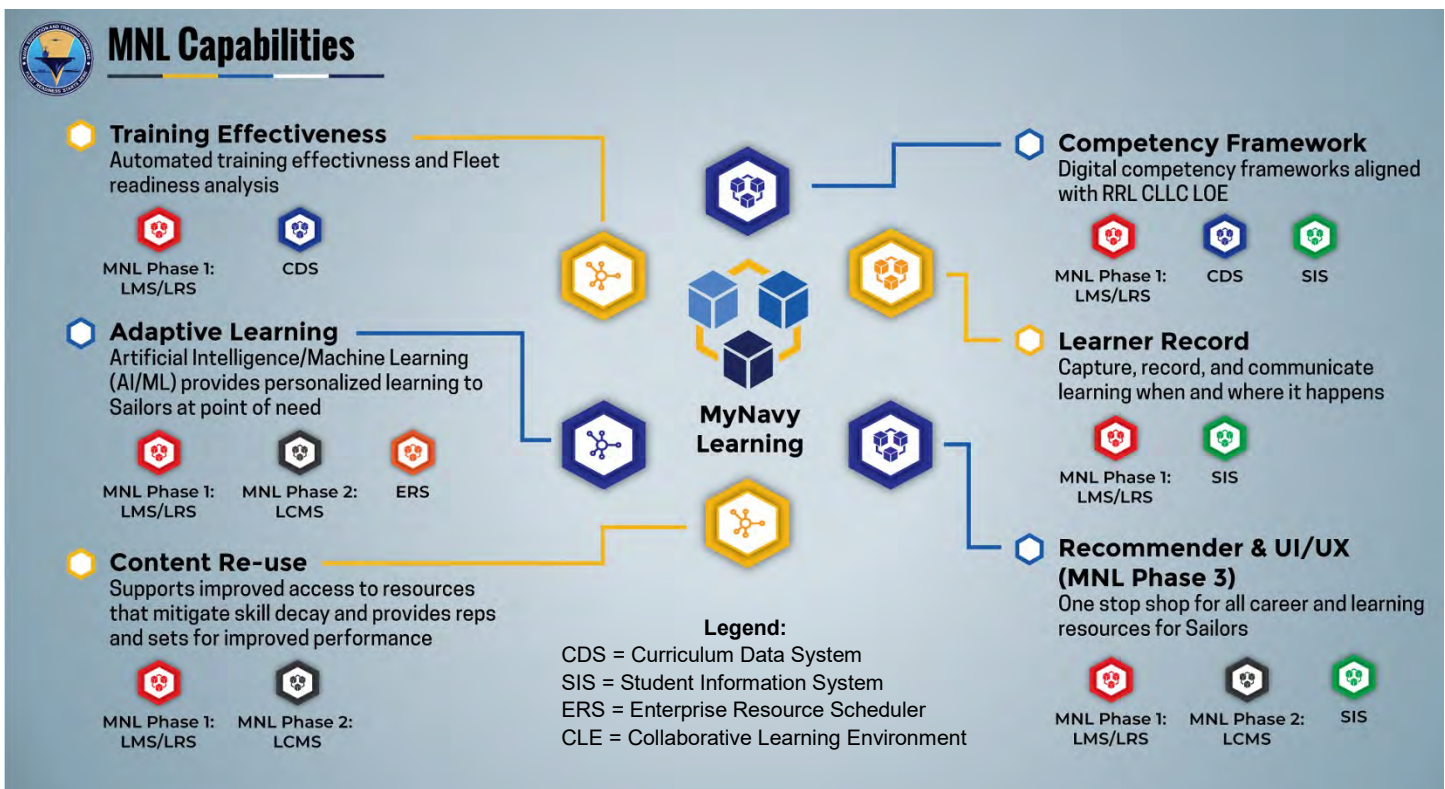
MYNAVY LEARNING (MNL)

MNL is an adaptive learning environment for Sailors that connects computer-based training and on-the-job performance, advancement, credentialing, and leadership aspects of a Sailor's career-long learning continuum. MNL is envisioned to be a "one stop shop" that connects the Navy's multitude of disparate training delivery and management systems and will serve as the cornerstone for a modernized Navy training and education IT portfolio. MNL consists of six lines of effort, described in the graphic, below. The MNL effort is critical to NETC's goal to modernize delivery of the training we provide to the fleet.

MNL will be deployed in an iterative, phased approach consisting of three phases.

- Phase I of this implementation will focus on the delivery of the Learning Management System (LMS) and the Learning Records Store (LRS). Phase I, along with the Collaborative Learning Environment (CLE), will offer various capabilities to Sailors and instructors, including the ability to deliver training at the point of need, the ability to conduct tests, assessments and surveys, and measure the effectiveness of training.
- Phase II will deliver a Learning Content Management System (LCMS), previously referred to as the "Learning Object Repository", which will offer the ability to develop and manage courseware from end-to-end, throughout the content lifecycle.
- Phase III will deliver the user interface and experience (UI/UX) capabilities, which will leverage artificial intelligence and machine learning (AI/ML), providing Sailors with automated recommendations to help navigate throughout their personalized career-long learning continuum.

NETC spearheaded the MNL effort for several years through an Office of Naval Research (ONR) Future Naval Capabilities (FNC) program, resulting in the development of several prototypes. In FY 2022, NETC transitioned to begin implementing MNL into a production environment for Navy-wide implementation for Sailors to begin accessing and using the new system.



NETC MAJOR SUBORDINATE COMMANDS

Other Direct Reports:

NETC HRO Pensacola, FL
 FIN MGMT Intern Program Pensacola, FL
 NAVACQCARCEN Mechanicsburg, PA
 NAVACQWORKDEV Mechanicsburg, PA
 Air University Maxwell AF Base, AL
 Army War College Carlisle, PA
 C&G Staff College Ft. Leavenworth, KS

Center for Seabees &
Facilities Engineering

Engineering Duty Officer
School

Naval Special Warfare Leadership
Education and Development
Command

Training and education outside of the FD Enterprise:

- Naval War College, Naval Postgraduate School, Naval Academy
- Medical (Officer and Enlisted)
- Nuclear Propulsion (Officer/Enlisted "T" schools)
- Legal (Officer and Enlisted)
- Special Warfare (Officer and Enlisted)
- Aviation (Officer/other than NASC)

NETC MAJOR SUBORDINATE COMMANDS



Headquarters' Elements:

FD Support Pensacola, FL
NETC Education Programs Pensacola, FL
NETC IT Support Pensacola, FL
NETC SITE Great Lakes, IL
NETC SITE EAST Virginia Beach, VA
NETC SITE WEST San Diego, CA
NETC SITE WESTPAC Yokosuka, Japan

Legend:
Gray - HQ Elements
Green - Flag Direct Reports
Blue - Direct Reports
Salmon - NSTC Direct Reports



NAVY RECRUITING COMMAND (NRC)

RECRUITMENT

Component	Mission	Shipped
Enlisted—Active Duty	33,400	33,442
Enlisted—Reserve	7,400	5,508
Officer—Active Duty	2,507	2,330
Officer—Reserve	1,360	996

ORGANIZATION*

- 2 Regions
- 26 Navy Talent Acquisition Groups
- 815 Enlisted Recruiting Stations
- 68 Officer Recruiting Stations
- 2 Training Sites

* Active Component

NATIONAL LEADS FUNNEL



Master Chief Navy Counselor William Currie, chief recruiter of Navy Talent Acquisition Group (NTAG) Pittsburgh, speaks with future Sailors before an enlistment ceremony at the Washington Wild Things vs. Schaumburg Boomers baseball game. NTAG Pittsburgh recruits the next generation of Navy Sailors throughout areas in Pennsylvania, New York, West Virginia, and Maryland.

Headquartered in Millington, Tennessee, NRC's mission is to leverage an inspirational culture to inform, attract, influence and hire the highest quality candidates from America's diverse talent pool to allow America's Navy to assure mission success and establish the foundation for Sailors to thrive in a life-changing experience.

FY 2022 ended with Navy Recruiting meeting its enlisted active goal, while falling short of its goals in reserve enlisted, active officer, and reserve officer recruiting.

NRC has put efforts in place to posture for success in upcoming years.



One of these initiatives established the Navy Recruiting Reserve Command (NRRC), as part of the realignment of its organizational structure, shifting from a three geographic region model (east, central, and west) to a two geographic region model (east and west). This frees the third major command, NRRC, to focus specifically on the Prior Service Reserve mission in an incredibly competitive job market.



NAVY RECRUITING COMMAND (NRC)

Commander RDML Alexis Walker

Executive Director Dr. Kevin D. Sullivan

Command Master CMDCM Jeremy Konopka

NRC implemented many different programs in FY 2022 to help bolster awareness, get fleet Sailors more involved with the recruiting process, and drill down on areas in need of improvement.

NRC implemented several record bonus programs throughout the year for general enlistments, early shippers, future Sailors, specific career fields, and for the first time ever, prior service. Recruiting also reinstated its student loan repayment program, up to \$65,000 for eligible loans. Recruiting continued to pilot waiver programs, specifically dealing with tattoos and single parents:

- For tattoos, the most recent update allows the Navy to begin considering waivers for multiple neck tattoos. The policy is still strict regarding the content of tattoos as they still cannot discriminate against religion or national origin and cannot be offensive. This is in addition to past updates that now allow for sleeve tattoos, and hand tattoos (including ring tattoos). The Navy still does not allow head, face, or scalp tattoos.
- For single-parents, the Navy restarted a two-year pilot program that allows for active-duty single-parent applicants with a maximum of two dependents to be processed for enlistment. The applicant must have a family care plan.

To further advance awareness, NRC launched the ***Every Sailor a Recruiter*** campaign to highlight ways every Sailor can help in the recruiting effort. The campaign drives home the idea that Sailors around the world have a responsibility to share their Navy stories and inform people of what careers, benefits, and experiences await them in the Navy. As part of the campaign, a QR code and a text referral system were created. Texting “FLOC” to 764764 generates a Navy referral message linking them to the Navy referral submission website that collects contact information and the referring party’s data. This info is then passed on to recruiters who can contact the individual. Sailors whose referral leads to a contract are eligible for possible awards.

On Oct. 13, 2022, the Navy’s 247th birthday, NRC premiered the latest “Forged by the Sea” marketing campaign, developed to change Gen Z’s current mindset about Navy service. The new campaign features current Sailors sharing life-changing experiences and the opportunities Gen-Zers are missing out on by not considering a Navy career. Among the new creative elements are one 60-second film, two 30-second films, two 15-second films, and three 6-second films, all of which will be part of a paid media campaign on the digital and social media platforms most popular with Gen Z. Navy’s advertisement agency will oversee paid-media placements. Complementary content will be featured on Navy.com and the #AmericasNavy social media channels, and the key themes will be strategically integrated into experiential, direct, and public relations efforts.



Future Sailors from Navy Talent Acquisition Group Portland were sworn in during the first intermission of the Idaho Steelheads vs. South Carolina hockey match.



Operations Specialist 1st Class Giovanni Walker performed the national anthem at the Houston Astros Minute Maid Park ahead of Game 2 of the 2021 World Series.



NAVAL SERVICE TRAINING COMMAND (NSTC)

DAILY AVERAGE ONBOARD

7,885

COURSE GRADUATES

29,040 Enlisted Boot Camp

1,297 Officer Candidate School

1,006 Officer Development School

508 Limited Duty Officer/Warrant Officer/Chief Warrant Officer Academy

806 NROTC (USN and USMC)

54 Seaman to Admiral-21



Officer Candidate School (OCS) class 04-22 students combat a controlled fire during firefighting training at Officer Training Command Newport (OTCN), Rhode Island.

NAVAL ROTC/NAVY JUNIOR ROTC/ NAVY NATIONAL DEFENSE CADET CORPS

NROTC

- **3,450** scholarships at 78 host units

NJROTC and NNDCC

- **78,004** cadets in 634 schools



Navy Junior Reserve Officers Training Corps (NJROTC) cadets participate in the academic testing event at the 2022 NJROTC National Academic, Athletic, and Drill Competition.

NSTC's mission is to transform volunteers into Naval Service professionals. NSTC is headquartered in historic Building 1 at Naval Station Great Lakes, Illinois. Its training commands and schools proudly graduate thousands of recruits and Sailors every year.

NSTC is responsible for:

- **Recruit Training Command (RTC)**—RTC supplies the fleet with top-quality *basically trained* Sailors ready for follow-on training.
- **Officer Training Command (OTC)**—OTC develops civilians, enlisted, and newly commissioned personnel morally, mentally, and physically and imbues them with the highest ideals of honor, courage, and commitment in order to prepare graduates for service in the fleet as Naval Officers.
- **Naval Reserve Officers Training Corps (NROTC)**—NROTC develops midshipmen in order to commission college graduates as Naval Officers who possess a basic professional background, are motivated toward careers in the naval service, and have a potential for future development in mind and character so as to assume the highest responsibilities of command, citizenship and government.
- **Navy Junior Reserve Officers Training Corps**—The NJROTC program's mission is to instill in students in United States secondary educational institutions the values of citizenship, service to the United States, personal responsibility and a sense



NAVAL SERVICE TRAINING COMMAND (NSTC)

Commander RDML Jennifer S. Couture

Executive Director Mr. Chris Stallings

Command Master Chief CMDCM Andrew J. Hochgraver

In FY 2022, Recruit Training Command (RTC), Great Lakes launched the first ever 10-week Basic Military Training (BMT) model. The 10-week BMT was successfully implemented on Jan. 3, 2022, incorporating two additional weeks of ‘Sailor for Life’ fleet-centric and career-oriented curriculum and programming time for future technical training qualifications associated with Level 1 Firefighting, Damage Control/Wet Trainer, and Naval Security Force Sentry curricula.

Officer Training Command (OTC) earned the 2021 Retention Excellence Award for its leading efforts in enlisted Sailor retention. Additionally, the command was recognized with a Meritorious Unit Commendation for its efforts in the face of extreme adversity by supporting the Navy’s recruiting and retention efforts and leading all other services in 100% sustainment of the accession mission during the global pandemic. OTC regularly hosts distinguished visitors and VIPs in support of its 30 graduation events throughout the year. These guests enjoy the opportunity to tour spaces, observe training, and engage with students and staff.

In partnership with Marine Corps Recruiting Command, Officer Development’s efforts to improve accession diversity continued to yield year-over-year improvements, with the percentage of total NROTC scholarship offers made to African Americans increasing, year-over-year, through the class of 2026:

- ⇒ 4.24% (74 of 1747) for the class of 2024
- ⇒ 6.81% (113 of 1660) for the class of 2025
- ⇒ 7.31% (122 of 1668) for the class of 2026

Likewise, the percentage of total NROTC scholarships offers made to persons of Hispanic ethnicity also increased year-over-year through the class of 2026:

- ⇒ - 10.93% (191 of 1747) for the class of 2024
- ⇒ - 12.59% (209 of 1660) for the class of 2025
- ⇒ - 12.83% (214 of 1668) for the class of 2026.



A recruit division marches in formation at Recruit Training Command, Great Lakes, Illinois.



An instructor checks a recruit’s gear before a firefighting training exercise inside the USS Chief Fire Fighter Trainer at Recruit Training Command, Great Lakes, Illinois.



Recruits take the Naturalization Oath of Allegiance to the United States of America during a naturalization ceremony inside the USS Yorktown Visitor’s Center at Recruit Training Command, Great Lakes, Illinois.



NAVAL EDUCATION AND TRAINING PROFESSIONAL DEVELOPMENT CENTER (NETPDC)

TUITION ASSISTANCE

\$61.7M TA Funds Authorized

28,486 Sailors using TA

83,472 Course enrollments



Engineman Senior Chief David Alegria used the Navy's Tuition Assistance program to earn his associate degree, bachelor's degree, and Master of Science in Management while serving in the Navy.

NAVY TRAINING SUPPORT

\$47.7M Training support and service contracts administered

\$1.6M Depot Level Repairables (Training support)



Culinary Specialist 2nd Class Tyler Neff, from Lehigh, Pennsylvania, assigned to USS Gerald R. Ford's (CVN 78) supply department, participates in the Navy-wide advancement exam for E-6 candidates.



Quartermaster Seaman Chance Jones-Wood, assigned to the Nimitz-class aircraft carrier USS George H.W. Bush (CVN 77), takes part in an advancement exam.

NAVY ADVANCEMENT CENTER

145,953 Advancement exam answer sheets processed

529 Advancement exams developed



Fleet subject matter experts, consisting of chiefs, senior chiefs, and master chiefs provided by fleet and shore-based commands, attend the AWW Advancement Examination Readiness Review, in Pensacola, Florida.

Located in Pensacola, Florida, NETPDC:

- Designs, develops, and administers the Navy's voluntary education (VOLED) programs.
- Administers the Navy's enlisted advancement program through the Navy Advancement Center (NAC).
- Provides resources management services to assigned activities.



NAVAL EDUCATION AND TRAINING PROFESSIONAL DEVELOPMENT CENTER (NETPDC)

Commanding Officer CAPT Willie D. Brisbane

Executive Director Mr. Willard Cox

Command Master Chief EMNCM Andrew Rockman

Navy Voluntary Education (VOLED) administers the off-duty voluntary education programs that include Tuition Assistance (TA), Navy College Program for Afloat College Education (NCPACE), and officer and enlisted Special Graduate-level Education programs within the Navy. The Fleet Engagement Team (FET), located in Little Creek, Virginia, serves as education advisors who provide Commanders, Commanding Officers, and their staffs with advice and assistance in planning, developing, implementing, and managing the unit's VOLED program and services.

The Navy Advancement Center (NAC) supports the Navy's process to advance enlisted Sailors to paygrades E-4 through E-9. The NAC administers the Navy Enlisted Advancement System through the development and distribution of enlisted advancement examinations for Navy-wide administration, the evaluation and rank-ordering of all candidates for advancement, and the application of advancement quotas from Chief of Naval Personnel. NAC is also the issuance authority for advancement of enlisted personnel E-4 through E-9.

NETPDC provides Resources Management Services through funds administration support, financial systems support, and acquisition and logistics support services for NETPDC, NETC Headquarters, Naval Service Training Command, and other Deputy Chief of Naval Operations for Personnel, Manpower, and Training (OPNAV N1) organizations. The command provides TA program accounting and customer service support for the other U.S. Sea Services. NETPDC administered 34 task orders totaling \$47.7M and 3 multiple award contracts, totaling combined ceiling of \$4.5B, issued by Fleet Logistics Center Philadelphia.

Some other noteworthy accomplishments for FY 2022:

- The Navy College Program announced a complete transition to virtual education services for Sailors across the globe. The transition shifted Sailor counseling from brick-and-mortar Navy College Offices (NCOs) to the Navy College Virtual Education Center (NCVEC), in Little Creek, Virginia, as the one-stop-shop for Sailors pursuing personal and professional development opportunities. The NCVEC provides call-in and live chat with counselors during scheduled hours, and Sailors can use the automated Chatbot function on the Navy College website or leave a question or request a counselor to call them back using Issue Tracker in MyNavy Education.
- LiveHelpNow announced the Navy College Program as the top winner of the LiveHelpNow Customer Service Challenge award in the federal government category for 2022. The award recognizes the top 100 providers out of more than 10,000 businesses and organizations for superior customer service in various fields including the government sector. The Navy College Virtual Education Center (NCVEC) uses LiveHelpNow, a customer service software, to live chat with Sailors about Tuition Assistance (TA), Navy College Program for Afloat Education (NCPACE), and to answer general education questions via the website and text messaging.



Chief Personnel Specialist Veronica Murray gives a scan room tour to OPNAV N13 Deputy, CAPT Gareth Healy, at the Navy Advancement Center.



NAVAL EDUCATION AND TRAINING SECURITY ASSISTANCE FIELD ACTIVITY (NETSAFA)

STUDENTS

Continental U.S. = **5,412** students

Overseas = **7,050** students

Overseas Training Teams = **235**

TRAINING INVESTMENT

\$204.4 M



NETSAFA FST-1 students receive a class on meaning analysis.

COUNTRIES PARTICIPATING

162 Participating Countries

903 Course Enrollments



NETSAFA Fundamental Skills Training (FST-2) Graduation. Graduation ceremony with both electric and mechanic classes.



NETSAFA international military students participate in a terrorism awareness and response class.

Headquartered in Pensacola, Florida, NETSAFA provides maritime training and education to foreign military enlisted personnel and officers. It is responsible for all aspects of the planning, programming, financial management, and execution of the Navy's international education and training mission accomplished under the Security Cooperation Education and Training Programs.

During FY 2022, NETSAFA supported training for 12,462 international military students from 162 nations, at U.S. and overseas training sites.

NETSAFA is the focal point between the U.S. combatant commands, the U.S. Security Cooperation Offices located in various countries, and Department of Navy training activities in the U.S. that educate and train military and civilian personnel from international partner nations.

NETSAFA is uniquely positioned to support maritime partnership development by providing maritime training and education to the Security Cooperation Enterprise. NETSAFA receives requirements from combatant commands and naval component commands and develops tailored education and training solutions to execute Security Assistance/ Security Cooperation programs and policies.



NAVAL EDUCATION AND TRAINING SECURITY ASSISTANCE FIELD ACTIVITY (NETSAFA)

Commanding Officer CAPT Daniel W. Testa

Executive Director Mr. Mark A. Truluck

In FY 2022, NETSAFA managed 549 individual Foreign Military Sales (FMS) training contracts or "FMS Cases" which define the funding and scope of training services for each partner nation. In addition, NETSAFA also executed over \$65 million in contract support of training among the four primary contracts for the NETSAFA International Training Center (NITC), the Saudi Arabia In-Kingdom Support Contract, the Royal Saudi Naval Forces Medical Support Contract, and German P-3 Support Contract.

Security Cooperation is an important instrument of U.S. foreign policy. It includes training among Department of Defense activities conducted with allies and friendly nations to develop military capabilities for self-defense and coalition operations, build defense relationships that support U.S. security, provide U.S. forces with needed military access, and improve information exchange and intelligence sharing. Major activities under Security Cooperation Education and Training Programs include the Foreign Military Sales and Foreign Military Financing programs.

NITC, the NETSAFA schoolhouse in Pensacola, Florida, employs 44 instructional staff, and in FY 2022, saw record numbers of international students trained. Primary courses of instruction were Functional Skills Training Phases I and II as well as preparatory training courses. Thanks in large part to major FMS of equipment such as the Multi-Mission Surface Combatant ships and the MH-60R platforms, NITC enrolled 336 students from 70 countries.

NETSAFA is also the principal point of contact for the maritime International Military Student Officers (IMSO). The IMSO is usually the first contact the foreign student has with U.S. Navy personnel after their arrival in the United States. The IMSO is a host, administrator, counselor, and diplomat, who serves as the primary contact for IMS students taking courses in the U.S.



NETSAFA international students attend a terrorism and response class.



Specialized English Training (SET) class prepares for a future graded event by taking the role of either air traffic control (ATC) or an aircraft, and conducts proper interrogations and responses to each other to better understand the role of ATC and to further the students' communication skills.



CENTER FOR NAVAL AVIATION TECHNICAL TRAINING (CNATT)

DAILY AVERAGE ONBOARD

5,675 students, consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Marine Corps
- ⇒ U.S. Army
- ⇒ U.S. Air Force
- ⇒ U.S. civilians
- ⇒ Foreign military

COURSE GRADUATES

74,944

RATINGS/DESIGNATORS

- **Enlisted ratings:** ABE, ABF, ABH, AC, AD, AE, AG, AM, AME, AO, AS, ATI, ATO, AWF, AWO, AWR, AWS, AWV, AZ, PR, and A-PACT
- **Officer designators:** 13XX, 150X, 152X, 154X, 63XX, and 73XX

SPONSORS

Technical guidance: Naval Aviation Enterprise (NAE)

Resource sponsor: OPNAV N98



Student Sailors at the Naval Air Technical Training Center, Pensacola, Florida, test their skill on AC/DC electrical systems trainers.



A student at the Center for Naval Aviation Technical Training (CNATT) Unit Norfolk uses a Multipurpose Reconfigurable Training System (MRTS) 3D@ system. The MRTS 3D@ Electromagnetic Aircraft Launch System (EMALS) provides high-fidelity operator and maintenance catapult system training for the U.S. Navy Ford-class aircraft carriers, which replicates the control room, generator room, and flight deck crew using avatars. The MRTS 3D@ EMALS simulation includes both a lab and a classroom.

CNATT is NETC's largest learning center, graduating 74,944 students in FY 2022. Every enlisted Sailor and Marine preparing for a technical career in naval aviation attends training at one of CNATT's learning sites.

Located in Pensacola, Florida, with locations across the continental U.S., Hawaii, and Japan, CNATT provides technical training, education, and analytical skills to U.S. Navy, U.S. Marine Corps, U.S. Army, U.S. Air Force, U.S. civilians, and foreign military students. Courses range from rating-specific apprentice/journeyman/master-level classes at "A" and "C" schools as well as functional training at the "D" and "F" schools. Their professional workforce of over 2,000 military, civilians, and contractors provides training, administration, hoteling, care and feeding for an average onboard daily population of 5,675 students.

Courses of instruction provided range from Aviation Navy Occupational Specialties, Aviation/Airman Professional Apprenticeship Career Track (A-PACT), Aviation Maintenance Officer, Aviation Ordnance Officer, Aviation Fuels, Aircraft Launch and Recovery Equipment, Crash and Salvage, and Marine Aviation Supply Officer.



CENTER FOR NAVAL AVIATION TECHNICAL TRAINING (CNATT)

Commanding Officer CAPT Vencent W. Logan

Executive Director Mr. Mitch Allen

Command Master Chief CMDCM Michael Marler

Coming out of the COVID-19 epidemic in FY 2022, CNATT was able to internally mitigate challenges and meet customer demands across the aviation domain:

- Collaborated with Commander, Naval Air Force Atlantic to prepare and hand-off more experienced technicians in the identification, removal and treatment of aircraft corrosion. This initiative was piloted at Naval Air Stations Oceana, Virginia and Lemoore, California and aligns training with hands-on experience, utilizing fleet aircraft undergoing depot level corrosion inspection and repair.
- CNATT took the lead to refresh the F/A-18 Automated Maintenance Environment (FAME) courseware. Well-trained FAME administrators can directly improve aircraft readiness through the retrieval, accurate analysis, and distribution of work assignments.
- CNATT identified and reallocated resources to provide Aviation Maintenance Administrative Management Training in Point Mugu, California; Aviation Life Support Configuration Management and Support Equipment Configuration Management at Tinker Air Force Base, Oklahoma; and F/A-18E/F/G Avionics Career Course at NAS Whidbey Island, Washington. In addition to meeting, local customer needs, these additional courses will save thousands of dollars a year in travel and temporary duty costs.
- “CNATT is Open for Business.” All Naval Aviation Enterprise stakeholders received a formal invitation to visit CNATT sites to see what CNATT has to offer. This invitation included a link for viewing over 800 training aids to support the fleet. Their systems and part task trainers provided fleet personnel the opportunity to maintain currency and proficiency of infrequent maintenance actions and procedures.



CNATTU Cherry Point Marine students listen to their instructor while viewing avionics in a cockpit simulator.

LOCATIONS

- CNATTU CP LS Little Rock, AR
- CNATT DET Camp Pendleton, CA
- CNATTU Lemoore, CA
- CNATTU FMS Lemoore, CA
- CNATTU NI LS Miramar NAS, CA
- CNATT DET Point Mugu, CA
- CNATTU NI San Diego, CA
- CNATT DET Eglin AFB, FL
- CNATTU Jacksonville, FL
- CNATTU FMS Jacksonville, FL
- CNATT DET Whiting Fld Milton, FL
- NATTC Pensacola, FL
- NATTC FMS Pensacola, FL
- CNATTU NI LS KBay Kaneohe, HI
- CNATT DET Atsugi, Japan
- CNATTU Keesler AFB Biloxi, MS
- NATTC LS Meridian, MS
- CNATTU Cherry Point, NC
- CNATTU New River Jacksonville, NC
- CNATT DET Lakehurst, NJ
- CNATT DET Tinker AFB, OK
- CNATTU LEM LSGF San Angelo, TX
- CNATTU NFK LS Fort Lee, VA
- CNATTU Norfolk, VA
- CNATTU Oceana, VA
- CNATTU FMS Oceana, VA
- CNATTU Whidbey Island, WA



SURFACE COMBAT SYSTEMS TRAINING COMMAND (SCSTC)

DAILY AVERAGE ONBOARD

4,739 students, consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Marine Corps
- ⇒ U.S. Army
- ⇒ U.S. Coast Guard
- ⇒ U.S. civilians
- ⇒ Foreign military

COURSE GRADUATES

35,043

RATINGS/DESIGNATORS

Enlisted ratings: ET(SW), FC, FCA, GM, IC, MN, OS, STG

Officer designators: 1100, 611X, 612X, 616X, 618X, 711X, 712X, 716X, and 718X

SPONSORS

Technical guidance: Naval Sea Systems Command (NAVSEA)

Resource sponsor: OPNAV N96



Sailors assigned to the pre-commissioning Freedom-variant littoral combat ship (LCS) Minneapolis-Saint Paul (LCS 21) train during Surface Training Advanced Virtual Environment (STAVE) scenarios at Surface Combat Systems Training Command's Littoral Combat Ship Training Facility (LTF) Atlantic.



A student at SCSTC Great Lakes uses the Operations Specialist Apprentice Virtual Operator Trainer (OS "A" VOT), a computer-based system designed to increase the situational awareness of ship's watchstanders on the bridge and in the combat information center (CIC).

Headquartered in Dahlgren, Virginia, and with a staff of over 2,700 personnel worldwide, SCSTC provides system-specific and platform-specific combat systems training so that our Navy can fight and win.

In FY 2022, the former Center for Surface Combat Systems (CSCS) was renamed the Surface Combat Systems Training Command (SCSTC). The new name set the foundation for realizing the Ready Relevant Learning tenets: establishing career-long learning continuums for sponsored officer designators and enlisted ratings and a pivot to virtual learning in fleet concentration areas.

CSCS trains U.S. and allied nations' Sailors to operate, maintain, and employ the weapons, sensors, communications, and combat systems of surface warships in order to build combat-ready ships with battle-minded crews.

The student body, both officer and enlisted, includes the full spectrum of a surface Navy career continuum – ranging from newly graduated boot camp Sailors to commanding officers en route to their prospective ships. SCSTC waterfront detachments deliver waterfront training aboard commissioned ships in all Navy homeports. For pre-commissioning units, SCSTC conducts extensive combat information center team training to provide a foundation for sea trials and acceptance testing.



SURFACE COMBAT SYSTEMS TRAINING COMMAND (SCSTC)

Commodore CAPT George Kessler

Executive Director Mr. Brian Deters

Command Master Chief CMDCM Steven R. Cosgrove

In FY 2022, SCSTC implemented a successful stand-up of the Advanced Warrior Toughness Trainer (AWTT) Mobile Team Trainer (MTT). This allowed the learning sites and detachments to increase their quantity and quality of graduates. Warrior Toughness directly impacts the warfighting effectiveness of the fleet, ensuring that warfighters are ready to fight and win, wherever and whenever the nation calls.

Another significant milestone in FY 2022 was the official establishment of the Littoral Combat Ship (LCS) Training Facility (LTF) Atlantic (LANT), onboard Naval Station Mayport, Florida. The LTF, became a separate command under the SCSTC domain. LTF LANT, with the responsibility of training all LCS Freedom-class ships and their crews, supports the increased demand for LCS training at the waterfront.

SCSTC implemented many Ready Relevant Learning and Surface Training Advanced Virtual Environment-Combat Systems (STAVE-CS) innovative technical solutions at the waterfront and their schoolhouses which included:

- Anti-submarine Warfare (ASW) Tactical Employment Trainer (ATET)
- ASW Virtual Operator Trainer (ASW VOT)
- Operations Specialist Apprentice Virtual Operator Trainer (OS "A" VOT)
- Virtual Maintenance Trainer (VMT).

SCSTC also was an exhibitor at the Surface Navy Association's 2022 Waterfront Symposium at Naval Base San Diego, California. They provided demonstrations of the Sonar Dome Rubber Window (SDRW) VMT and showcased the Mk 18 Mod 1 unmanned underwater vehicle (UUV) and the SeaFox Mine Disposal anti-mine remotely operated vehicle (ROV).



A Sailor assigned to a Freedom-variant littoral combat ship trains during Surface Training Advanced Virtual Environment (STAVE) scenarios at Surface Combat Systems Training Command's (SCSTC) Littoral Combat Ship (LCS) Training Facility (LTF) Atlantic (LANT), onboard Naval Station Mayport, Florida.

LOCATIONS

- SCSTC SD Point Loma, CA
- SCSTC FMS SD Pt Loma, CA
- MWTC Point Loma, CA
- MWTC RS95 Point Loma, CA
- SCSTC LTF PAC San Diego, CA
- SCSTC LTF PAC RS95 San Diego, CA
- SCSTC DET SW San Diego, CA
- SCSTC SD LS San Diego, CA
- SCSTC LTF ATL Mayport, FL
- SCSTC DET SE Mayport, FL
- SCSTC DET MP Pearl Harbor, HI
- SCSTCD RS2/6 MP Pearl Harbor, HI
- SCSTC GL Great Lakes, IL
- SCSTC FMS Great Lakes, IL
- SCSTC DET WP Yokosuka, Japan
- SCSTCD RS2/6 WP Yokosuka, Japan
- USA Schools Ft. Bragg, NC
- SCSTC Site Rota, Spain
- SCSTC ATRC Dahlgren, VA
- SCSTC DET MIDATL Norfolk, VA
- SCSTC HR LS Norfolk, VA
- SCSTC HR Virginia Beach, VA
- SCSTCU FMS DN Virginia Beach, VA
- SCSTC DET Wallops Island, VA
- SCSTC DET PNW Everett, WA



CENTER FOR INFORMATION WARFARE TRAINING (CIWT)

DAILY AVERAGE ONBOARD

4,353 students, consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Marine Corps
- ⇒ U.S. Army
- ⇒ U.S. Air Force
- ⇒ U.S. Coast Guard
- ⇒ U.S. civilians
- ⇒ Foreign military

COURSE GRADUATES

18,812

RATINGS/DESIGNATORS

Enlisted ratings: CTI, CTM, CTN, CTR, CTT, IS, IT

Officer designators: 171X, 18XX, 68XX, 78XX

SPONSORS

Technical guidance: Naval Information Forces (NAVIFOR)

Resource sponsor: OPNAV N2/N6



Cryptologic Technician Technical students learned about maintaining the AN/SLQ-32(V)6 shipboard electronic warfare suite using the interactive Multipurpose Reconfigurable Training System 3 Dimensional (MRTS 3D®) technology during a CTT "A" School class at Information Warfare Training Command Corry Station.

On an average day in FY 2022, over 4,300 students made their way to one of more than 300 courses taught at the CIWT domain's learning sites, in the continental U.S., Hawaii, and Japan.

Headquartered in Pensacola, Florida, CIWT's mission is to deliver trained information warfare (IW) professionals to the Navy and joint services, enabling optimal performance of information warfare across the full spectrum of military operations. CIWT's vision is to be the Navy's principal cutting-edge training organization that rapidly meets fleet requirements by providing graduates prepared to fight and win across all aspects of Information Warfare.

CIWT delivers Navy and joint training to students from the U.S. and allied armed forces in the cryptology, information technology, cyber, electronic warfare, and intelligence occupational fields.

CIWT's challenge is developing curriculum that keeps pace with rapidly changing technology, the development of new fleet combat systems, and the identification of new occupational standards in response to burgeoning threats faced by the IW community. To meet these challenges, CIWT works collaboratively across national intelligence organizations, fleet and type commanders, other military services, and external customers and stakeholders.



Information Systems Technician students in a systems administrator class are learning about how networks are configured during an IT "C" School class at Corry Station.



CENTER FOR INFORMATION WARFARE TRAINING (CIWT)

Commanding Officer CAPT Christopher G. Bryant

Executive Director Mr. James Hagy

Command Master Chief CMDCM Jason Thibodeaux

During FY 2022, CIWT accomplished many initiatives to modernize and increase the readiness of intelligence and information warfare professionals across its domain.

- CIWT partnered with Naval Information Warfare Systems Command (NAVWAR) to develop and deliver a cloud-based virtual training environment to host the Consolidated Afloat Networks and Enterprise Services (CANES) training curriculum. This enabled CIWT schoolhouses to fully replicate the functionality of the CANES environment and provide realistic and testable training scenarios and increased CANES training capacity from 240 to 840 students annually, across eight fleet concentration areas.
- Transitioned the Advanced Cryptologic Language Program to the new and improved Advanced Cryptologic Language Analyst (ACLA) program that is now taught at Information Warfare Training Command (IWTC) Monterey Detachment Goodfellow, Texas.
- CIWT re-energized fleet communicator training in the Journeyman Communications Course (JCC) “C” school replacing the Virtual Radio Room (VRR) simulation with the tactile and immersive Multipurpose Reconfigurable Training System 3 Dimensional (MRTS 3D®) interactive radio room.
- CIWT coordinated with NAVIFOR, IWTC San Diego, California, and IWTC Virginia Beach, Virginia, to conduct alternate RRL Information Systems Technician (IT) Block 1 training, using the Cisco CCNA 1 curriculum. CIWT also implemented IT Block 0/1 Heel-to-Toe training at IWTC Corry Station, Pensacola, Florida, enabling all 4-year obligation accession ITs to receive the Information Systems Technician Navy Enlisted Classification (NEC) before arriving at their first duty station.
- CIWT graduated 49 personnel from the Advanced Warrior Toughness Training Course, who, in turn, incorporated Warrior Toughness principles into 69 CIWT courses.



Information Systems Technician “C” School students interact with the brand new Multipurpose Reconfigurable Training System 3 Dimensional (MRTS 3D®) interactive Radio Room in the Journeyman Communications Course at Corry Station.

LOCATIONS

- IWTC VB Site Ft. Huachuca, AZ
- IWTC Monterey, CA
- IWTC San Diego, CA
- IWTC SD RS96 San Diego, CA
- IWTC FMS San Diego, CA
- IWTC VB Site Groton, CT
- IWTC VB Site RS97 Groton, CT
- IWTC VB Site Jacksonville, FL
- IWTC VB Site Mayport, FL
- IWTC VB RS96 Mayport, FL
- IWTC Corry Pensacola, FL
- IWTC FMS Corry Pensacola, FL
- CIWT DET Fort Gordon, GA
- IWTC VB Site Kings Bay, GA
- IWTC SD Site Kunia Oahu Island, HI
- IWTC SD Site Pearl Harbor, HI
- IWTC SD Site Yokosuka, Japan
- IWTC CS Site Keesler AFB Biloxi, MS
- IWTC MONT DET GF San Angelo, TX
- DLIFLC Liaison DC Arlington, VA
- IWTC Virginia Beach, VA
- IWTC SD Site Bangor, WA
- IWTC SD Site Everett, WA



SUBMARINE LEARNING CENTER (SLC)

DAILY AVERAGE ONBOARD

2,430 students, consisting of:

- ⇒ U.S. Navy
- ⇒ Foreign military
- ⇒ U.S. civilians

COURSE GRADUATES

29,110

RATINGS/DESIGNATORS

Enlisted ratings: CSS, EMN(SS), ETN(SS), ETR, ETV, FT, ITS, LSS, MMA, MMN(SS), MMN(SS)ELT, MT, STS, TM, YNS

Officer designators: 112X, 117X, 62XX, 72XX

SPONSORS

Technical guidance: Naval Sea Systems Command (NAVSEA)

Resource sponsor: OPNAV N97



U.S. Navy midshipmen from the Naval Reserve Officers Training Corps at Yale conduct submarine helmsman training on the U.S. Naval Submarine School Dive and Drive Trainer, aboard the U.S. Naval Submarine Base New London, in Groton, Connecticut.

SLC, headquartered in Groton, Connecticut, prepares undersea warfighters by providing and maintaining the highest quality instructors, curriculum, and training facilities at its 13 learning sites in the continental U.S., Hawaii, and Guam.

SLC manages undersea curriculum, training delivery methodologies, and develops and maintains the professional development continuum for undersea warfare officers and enlisted ratings.

On an average day in FY 2022, more than 2,400 military, civilian, and international students were in training across all SLC's sites.

The majority of the SLC instruction is currently delivered in a traditional team-training environment. Instruction is typically comprised of both lesson and hands-on training with the same or similar systems and equipment the students will utilize in the fleet.

SLC also deployed training solutions for non-program of record systems by collaborating with Commander, Naval Information Forces; Center for Information Warfare Training, and the Program Executive Office Undersea Warfare Systems Training Readiness.



U.S. Navy Seaman Recruits Mercante, Hoppe, and Wade, students in the U.S. Naval Submarine School Basic Enlisted Submarine School, show their personal goals, as part of a Warrior Toughness class's icebreaking exercise in Wilkinson Hall aboard the U.S. Naval Submarine Base New London, in Groton, Connecticut.



SUBMARINE LEARNING CENTER (SLC)

Commanding Officer CAPT Steven W. Antcliff

Executive Director Mr. Jonathan Houser

Command Master Chief CMDCM Eric Murphy

In Fiscal Year 2022,

- SLC deployed Warrior Toughness training updates in each site across the SLC domain for each rating and all courses. This was executed by course supervisors under the guidance of trained Warrior Toughness instructors from NETC.
- SLC demonstrated that two accessions courses were compliant with RRL standards, saving time and RRL resources to convert training content. SLC also collaborated with the Center for Security Forces to define milestones in RRL processes to get the most capable organization to modernize content.
- SLC deployed the SEAWARE 2.0 Learning Management System (LMS) on TRANET-N. This is the first LMS deployed on a classified network. It enables student assessment without additional applications, provides capabilities to integrate instructor-led training with interactive multimedia instruction, and provides the exact LMS that Sailors use while shipboard for self-directed training.
- The SLC also facilitated synchronous distance learning between U.S. Naval Submarine School in Groton, Connecticut, and the U.S. Naval Submarine School Detachment Kittery, Maine, using the Digital Combat Simulator. This modernized, innovative training facility has enhanced submarine warriors' combat warfighting readiness skills and saved significant travel costs and travel days.
- A new innovation at the SLC is the testing site-to-site team training capability between U.S. Naval Submarine School and the USS Virginia utilizing tactical software coding and switching technology over a secure internet connection in FY 2023. The plan is to conduct team training between two crews, head-to-head, at different learning sites.



Vice Adm. Jim Kilby, commander, Task Force 80 and deputy commander, U.S. Fleet Forces Command, is shown the inside of a trainer by Missile Technician 1st Class Dominic Wolf, an instructor at the Trident Training Facility located at Naval Submarine Base Kings Bay, Georgia.

LOCATIONS

- SUBTRAFAC San Diego, CA
- NAVSUBSCOL Groton, CT
- NAVSUBSCOL FMS Groton, CT
- SLC TRNG SUP Site Kings Bay, GA
- TRITRAFAC Kings Bay, GA
- NSTCP LS Agana, Guam
- NSTCP Pearl Harbor, HI
- NSTCP FMS Pearl Harbor, HI
- SUBTRAFAC Norfolk, VA
- SUBTRAFAC LS DN Virginia Beach, VA
- SUBTRAFAC LS Yorktown, VA
- TRITRAFAC Bangor, WA
- TRITRAFAC LS WI Oak Harbor, WA



SURFACE WARFARE SCHOOLS COMMAND (SWSC)

DAILY AVERAGE ONBOARD

2,792 students, consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Marine Corps
- ⇒ U.S. Army
- ⇒ U.S. Merchant Marine
- ⇒ U.S. Coast Guard
- ⇒ U.S. civilians
- ⇒ Foreign military

COURSE GRADUATES

73,195

RATINGS/DESIGNATORS

Enlisted ratings: BM, DC, EM(SW), EN, E-PACT, GSE, GSM, HT, MM(SW), MR, QM, S-PACT

Officer designators: 111X, 113X, 116X, 613X, 620X, 713X

SPONSORS

Technical guidance: Naval Sea Systems Command (NAVSEA)

Resource sponsor: OPNAV N96



Shipboard firefighting training with USS Benfold (DDG-65) personnel at SWSC Engineering Learning Site Yokosuka, Japan.



A SWSC student participates in Officer of the Deck (OOD) training using the Conning Officer Virtual Environment (COVE) – III trainer.

Headquartered in Newport, Rhode Island, SWSC's mission is to ready sea-bound warriors to serve on surface combatants as officers, enlisted engineers, and enlisted navigation professionals in order to fulfill the Navy's mission to maintain global maritime superiority.

SWSC is dedicated to providing the latest technological developments for the sailors throughout their career-long learning continuum. The complex operational environment faced by the U.S. Surface Navy over the next decade is unprecedented. The Surface Force readiness architecture requires the ability to maintain its warfighting edge through fielding high-fidelity navigation, engineering, damage control and firefighting technical training systems and simulators. These 21st century training systems and associated equipment must be capable of training across the wide spectrum of requirements, from individuals completing their accession training to the officer and enlisted surface warfare experts; from the single watchstander through an entire watch team and eventually, the entire crew.

SWSC partners with the Office of Naval Research, academia, and technology providers to develop the simulation training systems for Rules of the Road and the Target Angle Recognition trainer, adaptive coaching applications for ship-handling training, and training effectiveness measuring applications for the new system of engineering virtual trainers.



SURFACE WARFARE SCHOOLS COMMAND (SWSC)

Commanding Officer CAPT Brian T. Mutty

Executive Director Mr. Richard S. Callas

Command Master Chief CMDCM Jonell Rape

Incorporating the latest gaming technology, SWSC brought the Surface Training Advanced Virtual Environment (STAVE) Visual Identification Virtual Reality (VIDVR) training system on line this year. This new training capability introduces accession-level Seaman Professional Apprenticeship Career Track (SPACT) and Boatswain's Mate "A" School students to the open-ocean environment and provides experiential training to identify, classify, and report visual contacts, judging distance, relative motion, altitude (for aircraft), and risk of collision. Prior to FY 2022, this capability did not exist in the schoolhouse.

In response to the surface force incidents in 2017 resulting in the Comprehensive Review in 2018, SWSC reached a critical milestone in revitalizing navigation and seamanship training by opening the Mariner Skills Training Centers (MSTC) in Norfolk and San Diego in FY 2022. The MSTCs will train surface warfare officers and navigation and seamanship enlisted Sailors in the art and science of operating naval vessels at sea, using the latest technological innovations in simulation, significantly increasing the time operating in the maritime environment for individuals, navigation teams, and integrated bridge and combat information center (CIC) teams.

In FY 2022, the Navigation, Shiphandling, Seamanship Trainer (NSST) rollout started with 20 NSST-1 individual watchstander systems and 60 conning officer virtual environment (COVE) III systems delivered to Norfolk and San Diego, and the first NSST-4 full mission bridge system delivered in Mayport, Florida. These deliveries provide valuable tools for individual Sailors and ship's watch teams to develop and build upon their navigation, seamanship, and ship-handling skills. When completed in FY 2023, there will be over 150 new, state-of-the-art navigation and ship-handling trainers available to the fleet.



SWSC students participate in coxswain training in Norfolk, Virginia.

LOCATIONS

- SWSCOLCOM FMS Newport, RI
- SWSC ENG LS Coronado, CA
- MSTC Pacific San Diego, CA
- SWOS LS San Diego, CA
- SWSC ENG LS San Diego, CA
- SWSC ENG LS Mayport, FL
- SWSC ENG FMS LS Mayport, FL
- SWSC ENG LS Pearl Harbor, HI
- SWESCOM Great Lakes, IL
- SWESCOM FMS Great Lakes, IL
- SWESCOM RS95 Great Lakes, IL
- SWSC ENG LS Yokosuka, Japan
- SWSC ENG LS Sasebo, Japan
- SWSC ENG LS Ft. Leonard Wood, MO
- SWOS LS Rota, Spain
- MSTC Atlantic Norfolk, VA
- SWOS LS Norfolk, VA
- SWSC ENG LS Norfolk, VA
- SWSC Support Site Norfolk, VA
- SWSC ENG LS Bangor, WA



CENTER FOR EXPLOSIVE ORDNANCE DISPOSAL AND DIVING (CEODD)

DAILY AVERAGE ONBOARD

1,056 students, consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Marine Corps
- ⇒ U.S. Army
- ⇒ U.S. Air Force
- ⇒ U.S. Coast Guard
- ⇒ U.S. civilians
- ⇒ Foreign military

COURSE GRADUATES

2,904

RATINGS/DESIGNATORS

Enlisted ratings: EOD, ND

Officer designators: 114X, 119X, 648X, 720X

SPONSORS

Technical guidance: Navy Expeditionary Combat Enterprise

Resource sponsor: OPNAV N95



CEODD Learning Site Great Lakes students conduct the stress test during the Assessment and Selection Course. This training is a team building event used to evaluate the student's leadership and teamwork under stressed conditions and challenge the students' mental toughness.

CEODD provides oversight and control of the career progression of Navy Explosive Ordnance Disposal (EOD) technicians and Navy Divers (ND). CEODD assures that requisite competency levels for all EOD and diving personnel are maintained, providing lifelong relevant learning opportunities in both personal and professional development across its three primary learning sites, which are CEODD Great Lakes, the Naval School Explosive Ordnance Disposal (NAVSCOLEOD), and the Naval Diving and Salvage Training Center (NDSTC).

CEODD Learning Site (LS) Great Lakes directly increased fleet readiness during the education, training and professional development of EOD, ND, and Dive Medical Technician candidates. The LS' commitment to excellence ensured that the EOD and ND training process produced graduates who are ready to meet the challenges in their next phase of special operations training.

NDSTC is the largest diving facility in the world, and trains military divers from all services. Students include candidates for submarine SCUBA, U.S. Navy Deep Sea Divers, Seabee Underwater Construction Divers, Joint Service Diving Officers, EOD Officers, Diving Medical Technicians, Diving Medical Officers, U.S. Army Engineer Divers, U.S. Marine Corps Combatant Divers, U.S. Coast Guard Divers, and U.S. Air Force Pararescue Operators and Combat Controllers. A limited number of U.S. law enforcement, U.S. government agency, and students from allied and coalition nations also train at NDSTC.

NAVSCOLEOD represents the sole activity within the Department of Defense responsible for training and qualifying Basic EOD Technicians. This jointly-staffed school provides specialized EOD training to officer and enlisted personnel of all services, foreign military, and select civilians, in the best methods and procedures for the recovery, evaluation, rendering safe, and disposal of surface and underwater, conventional and nuclear ordnance. NAVSCOLEOD is the only institution in the DoD that is preparing Soldiers, Sailors, Airmen and Marines to identify and render safe first-seen ordnance on the battlefield.



CENTER FOR EXPLOSIVE ORDNANCE DISPOSAL AND DIVING (CEODD)

Commanding Officer CAPT Dean A. Muriano

Executive Director Mr. George Delano

Command Master Chief CMDCM Daniel J. Laube

In FY 2022, CEODD expedited the implementation of Ready Relevant Learning:

- Accelerated the implementation target for the EOD rating forward to FY 2023, with the ND rating projected to begin in FY 2024.
- CEODD Learning Site (LS) Great Lakes was instrumental in the development of a new pilot course for EOD students and ongoing electronic classroom conversions. This new course represents the evolution to a block-learning model and is expected to decrease pipeline attrition.

In support of Warrior Toughness (WT), CEODD has implemented a human performance program that encompasses all of the core concepts of the Warrior Mindset. CEODD LS Great Lakes has taken the lead, employing a certified National Strength and Conditioning Association coach as well as a certified athletic trainer. NDSTC also brought the same level of professional personnel onboard plus a Navy physical therapist and the contracted services of an industrial/organizational psychologist. All CEODD's efforts are aligned with NETC's initiatives to have instructors certified in WT while acquiring the associated NEC or AQD and ensuring that the ND and EOD ratings "A" and "C" school courses of instruction have WT incorporated into all current and future curriculum.

CEODD is exploring SMARTABASE as a domain-wide solution to measure and evaluate EOD and Diver human performance and training processes. The wearable device system is currently in use by the U.S. Air Force Special Warfare Combatant Diver Detachment at NDSTC. SMARTABASE is a complete athlete data management platform that seamlessly aggregates data in one place, integrating with third-party sources and technologies. Its integration will provide information about students and current processes to gain knowledge and make better decisions based on facts and data.



CEODD Learning Site Great Lakes students conduct SCUBA In-Water Proficiency training.

LOCATIONS

- Naval School Explosive Ordnance Disposal Eglin AFB, FL
- Naval School Explosive Ordnance Disposal FMS Eglin AFB, FL
- Naval Diving & Salvage Training Center Panama City, FL
- Naval Diving & Salvage Training Center FMS Panama City, FL
- USA Infantry School Ft. Benning, GA
- CEODD LS Great Lakes, IL
- CEODD Liaison Millington, TN



NAVSCOLEOD Navy student performs naval ordnance recon at Area 8 during MCM training at Underwater Ordnance Division.



CENTER FOR SECURITY FORCES (CSF)

DAILY AVERAGE ONBOARD

2,039 students, consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Marine Corps
- ⇒ U.S. Air Force
- ⇒ U.S. Coast Guard
- ⇒ U.S. civilians

COURSE GRADUATES

17,589



Master-at-Arms "A" School students apprehend a suspect as part of a practical training exercise at Naval Technical Training Center Lackland AFB, Texas.

RATINGS/DESIGNATORS

Enlisted ratings: MA



A Master-at-Arms "A" School student performs a vehicle inspection as part of a practical training exercise at Naval Technical Training Center Lackland AFT, Texas.

SPONSORS

Technical guidance: Navy Expeditionary Combat Enterprise

Resource sponsor: OPNAV N95



Students attending Master-at-Arms "A" School at Naval Technical Training Center Lackland practice mechanical advantage control holds (MACH) drills.

Headquartered in Little Creek, Virginia, CSF develops curriculum to deliver individual skills training in four major categories: Force Protection, Navy Security Forces, Expeditionary Warfare, and Code of Conduct.

The CSF team oversees training delivery for the U.S. Navy's master-at-arms (MA) enlisted rating. Sailors serving in the MA rating are security specialists who perform a broad spectrum of security operations from antiterrorism, force protection, and physical security to directing investigations, handling military working dogs, and law enforcement.

Force Protection and Security Forces training prepares Navy security forces to meet the challenges of today by providing Sailors with the necessary tools, references, and resources, all of which are reinforced through practical hands-on exercises.

Expeditionary Warfare training provides primary and specialized combat skills to support rapidly deployable and agile expeditionary forces. It includes active-duty and reserve mission specialists in support of maritime security operations around the globe.

In the Code of Conduct category, CSF provides training to select personnel who are considered a high risk of capture due to the nature of their assignment. The training imparts the necessary knowledge, skill sets, and survival methods for evading enemy capture, resisting exploitation if captured, and escaping from captivity, if possible, to return home with honor.



CENTER FOR SECURITY FORCES (CSF)

Commanding Officer CAPT Douglas J. Pegher

Executive Director Mr. Larry McFarland

Command Master Chief CMDCM Ryan Murray

The Naval Technical Training Center Lackland AFB, Texas, commissioned its new tactical training simulator in FY 2022. This will significantly enhance the tactical team training for students attending Master-at-Arms "A" School. The simulator consists of two structures: one simulates a shipboard environment, the other simulates a land structure, such as an office building. Both structures allow students to hone their tactical team skills in these different environments, practicing how they may one day respond to a hostile force or an active shooter.

CSF established a new "Innovation Team" that consists of 12 Sailors and civilians. This team will implement design thinking, design sprint, and human-centered design principles to identify, prototype, test, and implement unique and impactful solutions rapidly to address the domain's biggest challenges. In addition, the commanding officer and command master chief will conduct their all-hands calls when visiting learning activities to implement a mini-workshop format that will generate ideas for the Innovation Team.

Pursuing innovation to improve time and efficiency in training, CSF split the two-week Crew-served Weapons Operations and Maintenance Course (M2 and M240 machine guns) into two separate one-week courses. The end result reduced both training time and temporary duty expenses, resulting in a more efficient use of training resources and fleet labor.

Working with fleet customers in the European theater of operations, a team of five qualified active-duty instructors was sent to Poland to provide patrol boat training. The five-day course delivered comprehensive training across three platforms consisting of six individual waterborne craft.

The command dispatched a Mobile Training Team to conduct Level II Coxswain Training at Detachment Pearl Harbor, Hawaii. The students learned boat operations and tactics, including interdiction, screening, herding, anti-swimmer techniques, vessel escorts, and security zone defense around shipping and other objects designated as vital to national security.



A student attending the Non-Compliant Boarding - Visit, Board, Search, and Seizure or NCB-VBSS course at Center for Security Forces Detachment Chesapeake assembles the pole and hook in preparation to board a mock vessel.

LOCATIONS

- CSF DET North Island, CA
- CSF DET San Diego, CA
- CSF LS Warner Springs, CA
- CSF LS Groton, CT
- CSF LS Mayport, FL
- CSF DET PH Oahu Island, HI
- CSF LS Yokosuka, Japan
- NTTC LS Ft Leonard Wood, MO
- CSF LS Gulfport, MS
- CSF LS Camp Lejeune, NC
- CSF DET Kittery Portsmouth, NH
- NTTC Lackland AFB San Antonio, TX
- CSF DET Chesapeake, VA
- CSF LS Little Creek Norfolk, VA
- CSF LS Bangor, WA



Sailors at Naval Technical Training Center Lackland AFB, Texas demonstrate tactical team movements.

CENTER FOR SERVICE SUPPORT (CSS)

DAILY AVERAGE ONBOARD

1,295 students, consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Marine Corps
- ⇒ U.S. civilians
- ⇒ Foreign military

COURSE GRADUATES

21,363

RATINGS/DESIGNATORS

Enlisted ratings: CS, LS, MC, MU, NC, PS, RS, RP, YN

Officer designators: 310X, 651X, 751X, 194X, 410X



Navy Supply Corps School (NSCS) students stand at attention before their Officer-Like Quality boards on Naval Station Newport, Rhode Island. NSCS prepares newly commissioned Supply Corps officers from the U.S. Naval Academy, Officer Candidate School, and Naval Reserve Officers Training Corps, and reserve officers as well as limited duty officers or officers who have been redesignated into the community.



Naval Chaplaincy School students attend class in Newport, Rhode Island.

SPONSORS

Technical guidance: MyNavy HR

Resource sponsor: OPNAV N1

Headquartered in Newport, Rhode Island, with a staff of over 400 professional instructors and educators worldwide, CSS provides Sailors in the Naval Administration, Religious Programs, Command Support Program Management, Logistics, Maintenance Coordination, Media, and Security Management communities the necessary professional skills, knowledge, and education to support the fleet's warfighting mission.

CSS also develops and delivers General Skills Training (GST) that builds personal and professional growth and development. Additionally, CSS is responsible for the Navy's Human Resources (HR) Center of Excellence (HRCOE), which trains all HR officers for the Navy, and the Navy Chaplaincy School, training the Navy's newest chaplains.

Additionally, CSS develops content and hosts Navy General Military Training (GMT) on MyNavy Portal and Navy eLearning websites.



CENTER FOR SERVICE SUPPORT (CSS)

Commanding Officer CAPT Robert T. Stockton

Executive Director Mr. Patrick McLean

Command Master Chief CMDCM Jennifer M. Newman

CSS develops and delivers education and training opportunities that build personal, professional, and instructor competencies to achieve fleet readiness. This included overseeing the curriculum and program management of the Ready Relevant Learning pilot courses for the LS, LS Submarine, and RS ratings' "A" schools which are delivered at NTTC Meridian.

In FY 2022, CSS established the Advanced Warrior Toughness Training (AWTT) course on both coasts, instructing Sailors throughout the fleet. An additional week of AWTT instruction was added to the Navy Instructor Training Course, to ensure that all new instructors are well prepared to enhance their course instruction with a focus on AWTT. Additionally, Navy Service Support Advanced Training Command was responsible for hosting the Command Managed Equal Opportunity (CMEO) and Drug and Alcohol Abuse Program (DAPA) courses to a fleet-wide virtual audience, while CSS started 100% virtual delivery of the Naval Security Managers Course, greatly increasing course capabilities while decreasing course travel costs — a practice will continue for the future.

Dealing with the COVID-19 pandemic, multiple CSS subordinate commands converted brick-and-mortar instruction to online courses in order to maintain little-to-no training delays for students and meet the fleet's requirements. CSS and its learning sites adapted quickly to online instructional delivery. This has led to many efficiencies for not only the CSS domain, but also allowed enhanced fleet attendance from all over the world.



Naval School of Music (NAVSOM) students in the basic music course wind ensemble rehearse. NAVSOM provides specialized training for selected personnel of the Navy and Marine Corps.

LOCATIONS

- NSSATC LS San Diego, CA
- NSSATC LS Groton, CT
- NSSATC LS Corry Pensacola, FL
- NSSATC LS Kings Bay, GA
- NSSATC LS Pearl Harbor, HI
- NSSATC LS Great Lakes, IL
- NTTC DET DINFOS Ft. Meade, MD
- NTTC Meridian, MS
- NTTC FMS Meridian, MS
- NAVCHAPSCOL LS Meridian, MS
- NSCS Newport, RI
- NSCS FMS Newport, RI
- NAVCHAPSCOL Newport, RI
- NTTC DET Ft. Lee, VA
- Naval SOM Virginia Beach, VA
- NSSAT CMD Virginia Beach, VA
- NSSATC LS Bangor, WA



Logistics Specialist 1st Class Calvin Roldan delivers Ready Relevant Learning content from the updated Logistics Specialist Mod 0 Course at NTTC Meridian.



CENTER FOR SEABEES AND FACILITIES ENGINEERING (CSFE)

DAILY AVERAGE ONBOARD

993 students, consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Marine Corps
- ⇒ U.S. Army
- ⇒ U.S. Air Force
- ⇒ U.S. civilians
- ⇒ Foreign military

COURSE GRADUATES

13,535

RATINGS/DESIGNATORS

Enlisted ratings: BU, CE, CM, EA, EO, SW, UT

Officer designators: 510X, 653X, 753X

SPONSORS

Technical guidance: Navy Expeditionary Combat Enterprise

Resource sponsor: OPNAV N95



Cmdr. Amy Honek, CSFE executive officer, receives directions from Equipment Operator 2nd Class Justin Sobieralski on the proper operation of the "scraper" simulator.

The Center for Seabees and Facilities Engineering (CSFE), located at Naval Base Ventura County, Port Hueneme, California, was established in 2003 to manage and develop instructional curriculum for Naval Facilities Engineering and construction professionals. Its mission is to design, deliver, evaluate, and maintain construction, facilities engineering, and environmental training, coupled with character development, that enhances warfighting lethality and leadership capabilities in expeditionary construction and facilities management.

CSFE employs 219 military, 78 civilians, and 128 contractors in support of the training and development of construction and civil engineering professionals. Through its six learning sites, CSFE provides high quality training to officers, enlisted and civilian professionals at all career levels.

CSFE and its learning sites led the way with the Warrior Toughness initiative. With the Naval Construction Training Center Port Hueneme, California learning site as the domain's lead, CSFE learning sites complemented the already existing program by specifically tailoring the Warrior Toughness training to the Seabee community.



Builder Constructionman Apprentice Heather Diaz and Builder Constructionman Recruit James mix mortar in preparation of creating a bond for concrete masonry units blocks.



CENTER FOR SEABEES AND FACILITIES ENGINEERING (CSFE)

Commanding Officer CAPT Peter J. Maculan

Executive Director Mr. Jeffrey Jordan

Command Master Chief CMDCM Alfonso Cadena

In its focus on Ready Relevant Learning, CSFE has successfully established the requirements and funding for robust technology to modernize Construction Mechanic “A” School. The planned end state will be Wi-Fi connectivity, 3D and 2D modeling and simulation, accessible anytime, anyplace, through any device. Additionally, CSFE conducted the market research and source selection for a modernized welding simulator complete with industry-standard curricula, and delivery via a learning management system. This system significantly reduces wasted consumables by training techniques through simulation prior to expending actual welding material.

Leading the charge to modernize expeditionary design, infrastructure management, and construction training of Civil Engineer Corps (CEC) officers, CSFE directed the training gap analysis of 13 officer roles and over 2,300 tasks and subtasks. This expert analysis identified 144 new or underutilized training topics, resulting in the potential for an additional 435 hours of new and 100 hours of revised training content across 16 courses of instruction.

The Naval CEC Officer School (CECOS) stood up its state-of-the-art video production facility with over \$200,000 worth of industry-standard, 4k High Definition broadcast equipment. It is capable of live-streaming multi-camera video shoots with an active chroma-key background, teleprompter, and incorporates the latest in Network Device Interface (IP video source) digital capture technology, and pan/tilt/zoom remote-controlled robotic cameras. The studio contains a built-in control room that helps isolate noise and improve the quality of video recording and livestreams in a space that is just over 500 square feet. The mission of the CECOS Broadcast Studio is to broaden and enhance a variety of professional and technical courses through the facilitation of live video broadcast stream operations, the establishment of virtual connections, and the creation of supplemental



At Construction Electrician “A” School, Air Force and Navy students learn how to wire a three-phase and single-phase motor controller and motors. The process from wiring, testing, and troubleshooting the motor controller and motor provides real-world experience for the students because during the next phase of training, the skill sets learned will also be applied in overhead street systems.

LOCATIONS

- NCTC Pt Hueneme LS China Lake, CA
- NAVCONSTRACEN Pt Hueneme, CA
- NAVSCOLCECOFF Pt Hueneme, CA
- CSFE DET Ft. Leonard Wood, MO
- NAVCONSTRACEN Gulfport, MS
- CSFE DET Sheppard Wichita Falls, TX



Civil Engineer Corps Officers School (CECOS) students await the official arrival of the reviewing officer, signaling the “ENDEX” of their CECOS field training exercise. The training is part of a five-day field training exercise which is part of the fifteen-week course designed to prepare junior CEC officers for the basics of field operations, leadership, and teamwork within Seabee battalions.



NAVAL SPECIAL WARFARE LEADERSHIP EDUCATION AND DEVELOPMENT COMMAND (NLEAD)

DAILY AVERAGE ONBOARD

18 consisting of U.S. Navy

COURSE GRADUATES

507



RATINGS/DESIGNATORS

Enlisted ratings: SB, SO

Officer designators: 113X, 118X, 715X, 717X

SPONSORS

Technical guidance: Naval Special Warfare Command

Resource sponsor: OPNAV N951



NLEAD is the learning center aligned to the Naval Special Warfare (NSW) enterprise. NLEAD works to develop NSW's flagship weapon system and capital resource – its people – to be the best Special Operations Force (SOF) leaders in the Department of Defense. This is accomplished by delivering a career-long continuum of NSW leadership courses, and counseling personnel on voluntary education, and advancement.

NLEAD focuses on three lines of effort to develop Sea, Air, and Land (SEAL) team members and Special Warfare Combat Crewman (SWCC) personnel within the NSW enterprise: professional and leader development, advanced education, and career management.

NLEAD delivers Ready Relevant Learning by leveraging expertise from senior SEAL and SWCC personnel, Naval Postgraduate School faculty, leading academic institutions, other government agencies, and former SOF personnel, to provide curriculum during leader development courses for SEAL and SWCC personnel.

Leader development courses prepare tactical and operational leaders, from E-6 petty officers to O-6 officers, for deployment to a joint, interagency, intergovernmental, multinational, coalition environment. Learning outcomes include a focus on moral and ethical responsibility and provide an emphasis on personal and professional accountability.



NAVAL SPECIAL WARFARE LEADERSHIP EDUCATION AND DEVELOPMENT COMMAND (NLEAD)

Commanding Officer CAPT Ryann Shann

Executive Director Mr. Scott Trulove

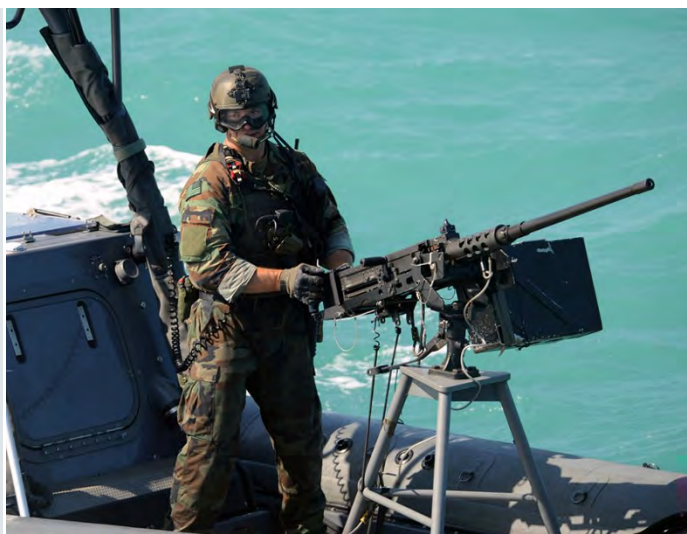
Command Master Chief CMDCM Steven Babb

In FY 2022, NLEAD conducted a Naval Special Warfare (NSW) enterprise-wide Education Summit, which resulted in the update, validation, and finalization of curriculum for NLEAD courses of instruction, and identified and ensured coherence and continuity of all leadership education and development efforts across the NSW force. Warrior Toughness training was integrated into the leader development courses of instruction in support of fortifying and institutionalizing toughness throughout the force.

Working to expand voluntary education (VOLED) degree opportunities, NLEAD VOLED counselors conducted one-on-one education counseling sessions with NSW personnel and conducted numerous VOLED briefings to NSW commands. Counseling included defining an education path forward, research into schools and available programs, maximizing credits given for military service and schools, and submitting a degree plan to the Navy College Voluntary Education Center. This effort resulted in over 1,100 NSW Sailors enrolling in degree programs during FY 2022.

NLEAD supports career management for the enlisted SB and SO ratings by providing career path guidance, Learning and Development Roadmaps, an NSW Evaluation Writing Guide, and managing the Alternative Final Multiple Score for the E-7 selection board eligibility process.

NLEAD also provided professional development opportunities through courses offered by top U.S. business schools in the areas of Leadership, Critical Thinking & Innovation, Change Management, and Negotiation & Influence. During FY 2022, NLEAD coordinated the attendance of 136 NSW personnel through the U.S. Special Operations Command's Online Education Program, and the NSW Critical Skills Training Program.



LOCATIONS

Naval Special Warfare Leadership Education and Development Command (NAVSPECWARLEAD) San Diego, CA





ENGINEERING DUTY OFFICER SCHOOL (EDO)

DAILY AVERAGE ONBOARD

8 U.S. Navy students

COURSE GRADUATES

140

RATINGS/DESIGNATORS

Officer designators: 144X, 146X



EDO O-6 panels have become a highly efficient and effective method of providing mentoring to the students on a large scale and creating space for other topics in the curriculum.

SPONSORS

Technical guidance: Naval Sea Systems Command (NAVSEA)

Resource sponsor: OPNAV N1



EDO students participate in a team-building exercise.



EDO Senior Course students execute a mock press conference.

EDO School is located at Port Hueneme, California, and manages a continuum of training to provide basic and advanced instruction central to the professional development of the Navy's Engineering Duty officers. It serves as a focal point for Engineering Duty Officer (ED) community development, enabling EDs to apply practical knowledge and experience to integrate science, technology, and design into affordable ships and systems.

The EDO School touches 100% of all EDs at several points in their careers. During any given year, over 20% of the ED community will cycle through the school either as a student or a guest speaker.

To further enhance the mid-career ED training, EDO School manages ED participation in the Advanced Management Program (AMP), which provides focused training in the areas of business and financial management.

The school provides four iterations of a five-week Basic Course which focuses on DoD acquisition topics and the methods by which the Navy manages the life cycle engineering of its ships and systems for junior EDs. The school also provides three iterations of a two-week Senior Course which focuses on management and leadership techniques and lessons learned, in addition to the latest developments in the community for newly selected EDO Commanders.



ENGINEERING DUTY OFFICER SCHOOL (EDO)

Commanding Officer CAPT Philip E. Malone

Executive Director Mr. Timothy N. Haney

FY 2022 saw the debut of a new topic, Battle Damage Assessment and Repair (BDA/R), in both the Basic and Senior Courses at EDO School. This topic was initiated in response to a General Accounting Office report that highlighted shortfalls in Navy's BDA/R capabilities. The school took direction from NAVSEA in leading a team of experts from NAVSEA, Naval Surface Warfare Center Port Hueneme Division (NSWC PHD), and Supervisor, Diving and Salvage (SUPSALV) to develop and implement this critical content into the Basic and Senior Course curricula. In association with this effort, the school participated in the very first Repair Technology Exercise (REPTX) event, in Port Hueneme, California. The event showcased 70 different technologies and 30 scenarios supporting forward repairs and battle recovery capabilities.

Another major accomplishment for the school was certification as an equivalent provider for three new Defense Acquisition University (DAU) courses – ACQ 2020, ACQ 2030, and PMT 2570. After reviewing the new Back-to-Basics (B2B) Program Manager (PM) requirements for Practitioner certification, EDO worked with DAU to update curriculum to meet the more rigorous training requirements for the Basic Course students. Of the six current training requirements for DAU PM Practitioner, EDO School is now an equivalent provider for four of these, significantly reducing the requirements on junior officers as they transition into their qualification tours.

EDO School continued its critical role in the development and implementation of CNO's Navy Leader Development Framework (NLDF) for the EDO community. This year EDO enhanced "Competence, Character, and Connections" within the community through initiatives such as Continuous Learning Seminars, LinkedIn Leadership Development Network, EDO Wardroom Podcasts, EDO Book Club, and the introduction of an updated Career Planner tool to foster leadership-focused mentoring sessions across the community.



EDO students tour the Emergency Ship Salvage Material (ESSM) lab.

LOCATION

- Engineering Duty Officer School Port Hueneme, CA





NAVAL AVIATION SCHOOLS COMMAND (NASC)

DAILY AVERAGE ONBOARD

1,504 consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Marine Corps
- ⇒ U.S. Coast Guard
- ⇒ Foreign military

COURSE GRADUATES

12,026

RATINGS/DESIGNATORS

AIRR, Naval Aircrew Candidates, all ratings requiring aircrew training, Aviation Command Prospective COs and XO's, 1370, 1390, 2100

SPONSORS

Technical guidance: Naval Aviation Enterprise (NAE)

Resource sponsor: OPNAV N98



Aircrew candidates perform pull-ups during group physical training.



A surface rescue swimmer student prepares to deploy.

NASC is headquartered in Pensacola, Florida, and manages the Aviation Training School (ATS), the Aviation Enlisted Aircrew Training School (AEATS), the Aviation Water Survival (AWS) School, and three swim sites in San Diego, Norfolk, and Pearl Harbor.

ATS is the largest of these three schools and provides Naval Introductory Flight Evaluation (NIFE) training to all prospective naval aviators, flight officers, aerial vehicle pilots, and flight surgeons. The ATS mission is to lead naval flight students who have just arrived from their initial accession source through a preparatory syllabus in order to prepare them for primary flight training.

The staff at NIFE consists of a wide array of talented instructors from a myriad of aviation backgrounds to include FA-18D & F, EA-18G, H-60S, H-60R, P-8A, EP-3, MH-53, and AH-1. These vast backgrounds bring a wealth of knowledge, talent, and insight as the next generation of aviators begin their journey to the fleet.

NASC also provides Aviation Commanding Officers Training (AVCOT) to all prospective aviation commanding officers and was able to convert both NIFE and AVCOT courses to virtual training during the COVID-19 pandemic.



NAVAL AVIATION SCHOOLS COMMAND (NASC)

Commanding Officer CAPT Edgardo A. Moreno

Executive Director Mr. Brian D. Gutshall

Command Master Chief CMDCM Todd E. Strebin

- Officer's Naval Introductory Flight Evaluation (NIFE) at the Aviation Training School is comprised of four phases.
 - Phase I consists of check-in, medical screening, introductory briefs, ethics/history briefs, flight gear fitting and issue, physical fitness assessment, water survival training, and Warrior Toughness.
 - Phase II is the academic portion of the training consisting of courses in engines, aerodynamics, air navigation, flight rules and regulations, and weather, as well as circuit and weight training, land survival, and flight preparation.
 - Phase III is the flight portion of training in the Cessna Skyhawk aircraft and consists of seven local area flights, culminating in a check ride with a military flight instructor.
 - Phase IV of training is the aviation physiology phase which prepares students for flight in high performance aircraft, to include hypoxia, sensory, and acceleration physiology training. The students also receive training in parachute and ejection procedures, and advanced water survival.
- The Aviation Enlisted Aircrew Training School (AEATS) is comprised of three divisions; Naval Aircrew Candidate School (NACCS), Aviation Rescue Swimmer School (ARSS), and NASC Swim Site, San Diego. AEATS supports enlisted Aviation Aircrew and Rescue Swimmer production for both U.S. Navy and allied partner nations.
- NASC is the Model Manager for Navy swimming and executes that role through Aviation Water Survival School (AWS). AWS provides Intermediate Water Survival training to all enlisted and officer aviation students, including students from international partner nations.



Search and rescue students performing pull-ups during physical training at Rescue Swimmer School.

LOCATIONS

- NASC FMS Pensacola, FL
- NASC Swim Site San Diego, CA
- NASC Swim Site Pearl Harbor, HI
- NASC Swim Site Norfolk, VA



A rescue swimmer student successfully rescues a simulated victim from the water.


 NAVAL LEADERSHIP
AND
ETHICS CENTER

NAVAL LEADERSHIP AND ETHICS CENTER (NLEC)

DAILY AVERAGE ONBOARD

197 consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Civilians

COURSE GRADUATES

10,807

RATINGS/DESIGNATORS

All officer designators and enlisted ratings



Command Master Chief Bill Houlihan mentors the Command Master Chief/Chief of the Boat course at NLEC, Newport, Rhode Island.

SPONSORS

Technical guidance: Chief of Naval Operations (CNO)

Resource sponsor: OPNAV N1



An NLEC facilitator is coaching and briefing a student on the results of her 360 assessment.

Headquartered in Newport, Rhode Island, and with subordinate commands in Dam Neck, Virginia, and San Diego, California, NLEC offers Navy personnel the opportunity for exceptional self-awareness, coaching, and leader development through classroom interactions, case studies, and senior leadership discussions. NLEC recognizes that world-class leader development is an asymmetric strategic advantage for the Navy. The Navy continues to develop leaders at all levels, throughout the many stages of their careers, and NLEC continues to support and build upon the Navy Leader Development Framework (NLDF) version 3.0.

While many of the leadership tenets remain the same over the generations, the area of leader development continues to show rapid growth. The core topics of character development, ethical foundations, and moral courage continue to be the pillars that provide a solid foundation for all leaders. NLEC and the Navy's academic institutions continue to research and explore the topics of mental agility, growth mindset, unconscious bias, coaching, and self-awareness as areas for curriculum development.

The Enlisted Leader Development (ELD) program at NLEC grew rapidly in FY 2022. Currently, enlisted personnel attend an ELD course that is relative to their pay grade and explore topics in self-awareness, ethical decision making, naval heritage, coaching, and moral courage.



NAVAL LEADERSHIP
AND
ETHICS CENTER

NAVAL LEADERSHIP AND ETHICS CENTER (NLEC)

Commanding Officer CAPT Stephen J. Ilteris

Executive Officer CAPT Mark Nicholson

Command Master Chief CMDCM Toby Ruiz

In FY 2022, over 10,000 personnel graduated from NLEC courses. NLEC offers leader development classes from the E-4 to the O-6 level. Key topics taught in every NLEC course include, but are not limited to, self-awareness, ethical foundations, ethical decision making, decision science, emotional survival, and Warrior Toughness. Recent course developments include the integration of senior enlisted leaders (master chiefs that are not ordered to a command master chief or chief of the boat position) and warrant officers as participatory students in the Senior Leader Course. This new opportunity creates a unique situation allowing senior officers and senior enlisted to confront ethical scenarios together in a safe, non-attributional classroom environment to model issues they may face together in the fleet.

In FY 2022, NLEC also kicked off the Chief Petty Officer (CPO) Leader Development course which was designed to replace the CPO Indoctrination course. The curriculum further explores leadership topics and helps prepare participants to attend the Senior Enlisted Academy and the Command Master Chief /Chief of the Boat Course. Additionally, NLEC created the CPO-Navy Leader Development Facilitator Course which is designed to train-the-trainer and certify senior enlisted leaders as fleet facilitators for the CPO Leader Development Course.

The area of leader development continues to grow, and the curriculum at NLEC is responding. Recent advances in curriculum include topics on decision science, which explores the effects of cognitive biases in everyday decision making. Learners are presented with real-life case studies and have to discuss the cognitive biases that affect them and techniques to mitigate those effects. NLEC continue to grow curricula in the areas of vertical development and self-awareness. Recent additions of Core Strengths behavioral traits has been added to the Prospective Executive Officer (PXO) course which provides the participants a behavioral self-assessment and the opportunity to explore how they react in various conflict-based scenarios. Lastly, throughout NLEC's course offerings, various case studies were updated to reflect current-day operational and ethically-challenged scenarios which included historical case studies to discuss ethics in a total-warfare situation.



Spouse facilitator, Mrs. Suzanne Mirisola, speaks to graduates as they receive their certificates from the Commanding Officer Spouse and Command Master Chief Spouse course at NLEC.

LOCATIONS

- NLEC CMD San Diego, CA
- NLEC CMD DN Virginia Beach, VA



This Command Senior Enlisted Leaders Course class included a trailblazer who was selected as the Navy's first female chief of the boat.



SENIOR ENLISTED ACADEMY (SEA)

DAILY AVERAGE ONBOARD

79 consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. Marine Corps
- ⇒ U.S. Air Force
- ⇒ Foreign military

COURSE GRADUATES

1,523

RATINGS

All enlisted ratings

SPONSORS

Technical guidance: Chief of Naval Operations

Resource sponsor: OPNAV N1



Class 254 Brown group take a group picture after a physical fitness and team building event known as the Byers Cup.



Senior Enlisted Academy, Class 259.

Chartered by the Chief of Naval Operations in 1979, and located in Newport, Rhode Island, the U.S. Navy Senior Enlisted Academy (SEA) provides senior enlisted leaders valuable education in professional communication skills, leadership and management, ethics, self-awareness, and supporting commander's intent. Key discussions include the Profession of Arms, national security strategy, joint force operations, and preserving the country's strategic influence in key regions of the world to strengthen alliances which directly impact the mission of the U.S. Navy.

The SEA is the Navy's only Professional Military Education institute for the senior enlisted force. With a capacity to support almost 2,000 students annually, the SEA is attended by active and reserve personnel from the U.S. Navy, U.S. Marine Corps, U.S. Air Force, as well as foreign partner nations' senior enlisted leaders. The SEA hosts a lineup of 51 professional military faculty and civilian support team members and has been successful in preparing senior enlisted leaders for positions of greater responsibility.

Each SEA class consists of approximately 162 students, all with diverse military backgrounds, which improves connectedness, increases service interoperability, and forges professional networking relationships built on mutual respect, radical candor, and a strong commitment to self-awareness and improvement.



SENIOR ENLISTED ACADEMY (SEA)

Director CMDCM David P. Martinez

Deputy Director CMDCM Veronica Holliday

In the wake of the COVID-19 pandemic, and after 671 days of delivering all training “virtually”, SEA developed an innovative and safe return-to-work process for SEA staff and students, championing an updated course construct that delivers a highly regarded, blended, virtual and in-person learning experience.

In line with the Chief of Naval Operations’ *Get Real, Get Better* initiative, SEA performed a comprehensive review of 30 leadership and military strategy curriculum topics and executed a series of dynamic curriculum updates which skillfully aligned SEA curriculum to current and future fleet needs, unquestionably improving warfighting readiness. The revised curriculum proactively incorporates Warrior Toughness, Diversity, Equity, and Inclusion, Signature Behaviors, Cultural Champion Network, CNO NAVPLAN 2022, Get Real, Get Better, The Charge of Command, Crew Endurance, and MCPON 16 Mission, Vision, and Guiding Principles and MCPON 16 Priorities—tools imperative to the senior enlisted warfighter's growth and development.

The SEA supported several important initiatives including the NETC-led Warrior Toughness Strategic Working Group, Non-commissioned Officer (NCO)/Enlisted Security Cooperation Forum, and the Joint Talent Management Working Group.

Committed to strengthening senior enlisted leadership, the SEA contributed a subject matter expert in support of the first Annual Defense Education Enhancement Program (DEEP) hosted by NATO DEEP - Partnership for Peace Consortium of Defense Academies and Security Studies Institutes (PfPC) and the Armed Forces of Bosnia and Herzegovina. SEA personnel reviewed programs and courses provided by various NCO education institutions and presented a framework for future instructor and student exchange programs to expand bilateral and multilateral cooperation amongst NCO education institutions.



U.S. Navy Senior Enlisted Academy students take part in a class trip to USS Constitution in Boston, Massachusetts.

LOCATIONS

- Senior Enlisted Academy Newport, RI



Chief of Naval Operations Adm. Michael Gilday speaks to U.S. Navy Senior Enlisted Academy staff and students.

CREDENTIALING PROGRAMS



Navy Credentialing Opportunities On-Line (COOL)

Navy COOL reflects the Navy's ongoing commitment to Sailors in providing world-class training, experience, and opportunities that will serve them well on active duty as well as in their post-service civilian careers. If a credential is related to a Sailor's duties, completed academic degree, off-duty training, prior rating or designator, prior other-service enlisted or officer occupation, or civilian occupation, for Navy Reservists, the

Navy may pay for credential exams, application fees, and annual maintenance fees (no training/course fees). Navy COOL has developed extensive data that crosswalks civilian job series to industry credentials, Department of Labor (DOL) civilian occupations, maritime and trucking occupations, as well as DOL apprenticeships.

In FY 2022, Navy COOL funded over 7,000 credentialing opportunities for active-duty and reserve enlisted and officers, as well as the Navy's cybersecurity workforce. The publicly-accessible website averaged over 6 million hits per month. Enlisted and officers of every pay grade, active and reserve, have credentialing opportunities via Navy COOL. Navy COOL is also available via mobile devices with over 133,000 downloads since FY 2017. One of the significant accomplishments of the Navy COOL team this year was the display of trending credentialing and career opportunities, to include those in medical, truck driving, and cyber/information technology (IT).



Rate: Petty Officer 3rd Class

Credentials earned on Navy COOL: [NHA-Certified Phlebotomy Technician \(NHA-CPT\)](#)

"I recommend to all my brothers and sisters to use this benefit. Navy COOL is as good as using Tuition Assistance. Having a degree is great but adding certifications to that degree is the icing on the cake. Navy COOL is easy to use, just find a certification related to your rate, prior rate, a completed degree, or collateral duty; complete and submit a voucher (funding) request form; then challenge the certification exam."

(<https://www.cool.osd.mil/usn/news/index.html?SuccessStories>)



United Services Military Apprenticeship Program (USMAP)

USMAP is the Department of Labor (DOL) sponsor for all military-registered apprenticeships. USMAP is a formal military training program that provides service members the opportunity to improve their job skills and to complete their civilian apprenticeship requirements while they are on active duty. Upon completion, the DOL provides a nationally recognized certificate of completion. In addition to improving professional expertise, USMAP ensures the correct documentation of training and skills attained while on active duty. It is important to realize that these apprenticeships do not

require any extra time other than documenting the hours the service member is already working. By completing an apprenticeship program through USMAP, service members can save time and money by not having to complete them in the civilian sector.

One significant accomplishment of the USMAP team this year was the addition of several newly registered apprenticeship trades, including: Cyber IT Knowledge Manager, Network Operations Specialist, Technical Security Specialist, and Deck Hand. Another significant accomplishment is the partnering and sharing of data with the DOL Office of Apprenticeship, Registered Apprenticeship Partners Information Database System (RAPIDS).

CREDENTIALING PROGRAMS (CONTINUED)

Military Gears

MilGears is a Navy-developed application framework based on the Navy's COOL program. MilGears identifies and produces career pathways for active-duty members and maps military occupations to civilian occupations and credentials for both in-service skills attainment and eventual post-service employment. MilGears tools include:



- **Engage My Career Tool.** Analyzes a Sailor's unique history, military duties and training, civilian education and credentialing, and apprenticeships, to provide customized results and pathways to achieve career growth, professional credentials, and future post-service civilian occupations.
- **Merchant Mariner (Mil-2-Mariner) Tool.** Analyzes a Sailor's unique history for creditable sea service, training and assessments that are completed during a Sailor's military service, and compares the results against the standard for an original or upgraded Merchant Mariner Credential.
- **Cyber IT/CSWF (Cyber Security Workforce) Tool.** This tool is targeted for current and future cyber security workforce personnel (military, federal, and contractor) so that they may readily identify the cyber roles in which they are qualified, nearly qualified, or require additional credentials in order to qualify.
- **Commonality Decision Support Tool (CDST).** Helps Sailors, workforce development professionals, and decision makers to methodically gather information, identify alternatives, develop a plan of action, and evaluate rating-specific options and requirements.
- **Quick Explorer Tools.** Allows Sailors to quickly explore current and future career pathways based on their military occupation, current or desired credentials, career goals, and interests.



Electricians Mate 2nd Class Martin Escobar, right, conducts preventative maintenance on the sea water cooling system while Electricians Mate 2nd Class Ace Tapit, left, supervises him in the engine room aboard the Arleigh Burke-class guided-missile destroyer USS Dewey (DDG 105).

One of the significant accomplishments of the MilGears team in FY 2022 was the incorporation of new features that now allow all uniformed services to utilize MilGears.

Occupational and Readiness Standards (OaRS)



In FY 2021, the Chief of Naval Personnel approved the implementation of the Occupational and Readiness Standards (OaRS) for active and reserve enlisted personnel in the E-3 pay grade. OaRS is a component within the E-1 through E-3 Sailors' Learning and Development Roadmaps (LaDR) that may be used to validate minimum competencies for Sailors performing various rating-specific tasks in pay grade E-4 within their respective rating. OaRS is based on the Occupational Standards (OCCSTDs) for the rating and pay grade, supports Sailor 2025 efforts,

and expands professional development opportunities. OaRS outlines requisite knowledge and desired basic skills and allows demonstration of a Sailor's ability in performing various rating-specific tasks at the E-4 level. Each task is based on one or more OCCSTDs on the same or similar subjects and reflects on-the-job rating language. OaRS completion is voluntary and is not designed to replace other qualification programs (e.g. Personnel Qualification Standards [PQS], Job Qualification Requirement [JQR] or professional development programs). One of the significant accomplishments of the OaRS team this year was refreshing the LaDR OaRS sections with the latest OCCSTDs from the Navy Manpower Analysis Center (NAVMAC).

VOLUNTARY EDUCATION (VOLED)

VOLED programs include Tuition Assistance (TA) and the Navy College Program for Afloat College Education (NCPACE). VOLED programs empower Sailors to advance their personal development through formal education leading to a high school diploma, certificate, associate, bachelor's, or master's degree. Sailors seeking VOLED information may contact a counselor at the Navy College Virtual Education Center (NCVEC). Beginning in FY 2022, the Navy College Program transitioned onto the MyNavy Career Center (MNCC) phone system, which allows Sailors access to speak with either a Navy College counselor or MNCC agent (after hours) about VOLED programs and services. Additionally, in FY 2022, the NCVEC began using the Salesforce customer relationship management (CRM) in addition to Navy College Management Information System (NCMIS) for customer service and documentation. NCVEC handled over 325,000 contacts in the form of live chats, help request tickets, Issue Tracker Inquiries, and phone calls and closed over 48,000 Salesforce cases in FY 2022. NCVEC is co-located with the MyNavy Career Center in Virginia Beach, Virginia.

Tuition Assistance (TA)

TA provides active-duty personnel, officer and enlisted, funding for course tuition costs, when taken in an off-duty status at a college, university, or vocational/technical institution, whose regional or national accreditation is recognized by the Department of Education. TA pays for both classroom and distance learning courses offered in semester hours, quarter hours, or clock hours. TA pays 100% of the cost of approved high school completion programs for service members who have not been awarded a high school or equivalency diploma and who are enrolled in such programs. The Navy remains committed to ensuring qualified Sailors may take advantage of the increased



education opportunities offered by the TA program in a manner that reinforces the Navy's commitment to professionalism, warfighting, readiness, and retention. Over 80% of all TA applications are processed via the batch process. The remaining "fall-out" applications are reviewed by NCVEC counselors before being authorized for funding. The 30-day funding rule per NAVADMIN 214/21 stresses NCVEC's capability to validate these requests in a timely fashion, to prevent Sailors from either canceling their courses or paying out of pocket. Effective in FY 2022, Decision Guidance Memorandum N1/004 authorized NCVEC with the ability to approve TA vouchers as early as 90 days prior to the course start date.

Navy College Program for Afloat College Education (NCPACE)

NCPACE provides Sailors assigned to Type 2 and Type 4 sea-duty commands the opportunity to take college courses. The NCPACE program offers over 300 self-contained courses. Eligible Sailors can take NCPACE distance learning courses at any time, and the program works similarly to the TA program. Courses are available leading to degrees in general studies, applied technology, applied management, business management, criminal justice, homeland security, and others. NCPACE courses require no ongoing internet connectivity to complete. However, some courses require a one-time download at the beginning of the course and an upload at the completion.

TA and NCPACE are limited to a fiscal year cap of 18 semester hours, 27 quarter hours, or 270 clock hours, or combination thereof. The fiscal year cap applies to both TA and NCPACE, combined.

LIFELONG LEARNING

Advanced Education Voucher (AEV) Program

The AEV Program offers advanced education opportunities and provides financial assistance to senior enlisted personnel (E-7 thru E-9) to complete a Navy-relevant master's degree in designated areas of study through off-duty education. The program provides the Navy's chief, senior chief, and master chief petty officers a platform to pursue higher education that makes them more effective leaders along with enhancing their technical competencies in ever-changing operational environments. Applicants must be top-performing active-duty senior enlisted personnel who are transferring to, or currently on, shore duty with sufficient time ashore remaining to complete a bachelor's or master's degree program. Applicants on sea duty may apply, provided they submit an education plan that shows the ability to complete the degree program as specified.



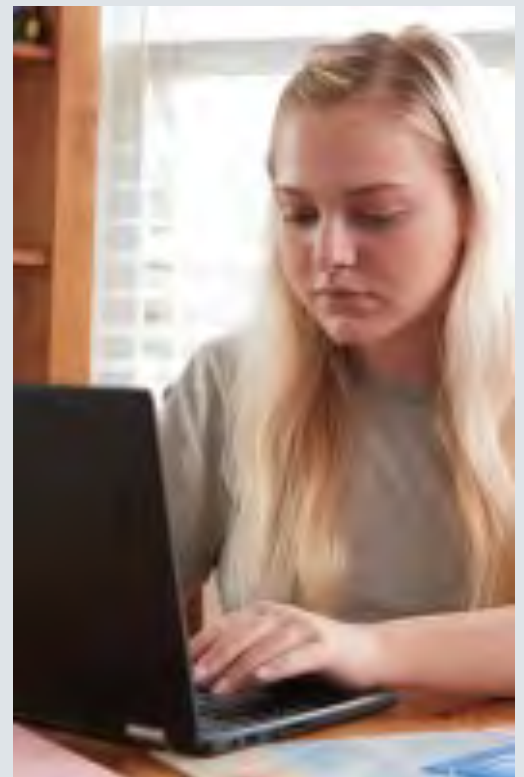
Participants in the AEV Program were provided funds for tuition, books, and related fees for completion of their advanced degrees within the following limits for FY 2022:

- Bachelor's degree: Funding limits are a maximum of \$6,700 per fiscal year for up to 36 months from the date of signing a letter of acceptance, not to exceed \$20,000 total program cost.
- Master's degree: Funding limits are a maximum of \$20,000 per fiscal year for up to 24 months from the date of signing a letter of acceptance, not to exceed \$40,000 total program cost.

The AEV Program supports the Professional Military Education Continuum. Participants shall agree to remain on active duty for a period equal to three times the number of months of education completed or three years, whichever is less.

Testing

- The Navy's Defense Foreign Language Testing Program (N-DFLTTP) continues at Navy testing sites, domestically and abroad.
- The College-Level Examination Program (CLEP) offers Sailors the opportunity to earn college credit for what they already know by taking any of the 34 introductory-level college subject exams you can take to earn credits that are accepted at 2,900 colleges and universities.
- DANTES Subject Standardized Test (DSST) exams are another test-for-credit option that allows Sailors to earn credit with 38 subject exams from which to choose. These exams are funded by DANTES and can replace the requirement to attend some college courses, resulting in significant tuition savings toward a degree.



ACCREDITATION

Accreditation is important to our Sailors. It is validation that Navy education and training institutions are on par with technical institutions of recognized quality throughout the civilian learning community, nationwide. Together, the Council on Occupational Education and the American Council on Education provide measures that academic institutions may use to determine if credits can transfer from Navy schoolhouses to civilian degree-granting or certificate-issuing institutions.



Council on Occupational Education (COE)

COE, a national accrediting agency recognized by the U.S. Secretary of Education, is cited as being the gold standard for assuring quality and integrity in career and technical institutions. NETC implemented the accreditation process to demonstrate its commitment to promoting improvements in quality and accountability through self-study and peer recommendations.

Institutional accreditation is a public status granted to an educational institution or educational program that meets or exceeds established and recognized criteria and standards of learning. It is a voluntary method of quality assurance. Accrediting agencies develop evaluation criteria and conduct non-governmental peer reviews to assess whether or not those criteria are met. All NETC learning centers are accredited by COE except for the Surface Warfare Schools Command (SWSC), which is considering attaining accreditation in the future.



American Council on Education (ACE)

While COE offers accreditation to the institution, ACE offers college credit recommendations for individual courses, ratings, and NEC. ACE helps Sailors, Marines, and veterans gain access to higher education through

reviews of military training courses, experiences (occupations), and NECs with the goal of recommending equivalent college credits for those experiences. ACE has recommended college credits for approximately 1,034 NETC courses. During FY 2022, 72 NETC courses were evaluated by ACE. Many ACE-recommended credits will directly support college degrees offered by the U.S. Naval Community College. ACE continues to work with the Navy to determine new ways to assess college-level equivalency as training moves from traditional classroom instruction to more responsive training delivery methods used in the Ready Relevant Learning initiative.

Surface Combat Systems Training Command (SCSTC) AEGIS Training and Readiness Center (ATRC) Instructor Fire Controlman Aegis 1st Class Kirt Palmer demonstrates to his students how to execute maintenance and troubleshooting procedures using the AEGIS Virtual Maintenance Trainer (VMT), a high-fidelity 3D training simulation. The VMT provides a virtual representation of the entire AEGIS Weapon System computer network.



NETC SAILOR OF THE YEAR



In FY 2022, Navy Counselor 1st Class Monique Staples was selected as the NETC 2021 Sailor of the Year (SOY) and was meritoriously advanced to chief petty officer (CPO).

At the time of her selection, she served as the Division 7 leading petty officer and diversity coordinator at Navy Recruiting Command, Navy Talent Acquisition Group Golden Gate in San Francisco. She was responsible for the leadership, training, and production of 17 U.S. Navy recruiters. She also managed four recruiting stations, geographically dispersed across 1,000 square miles of northern California, which is one of Navy Recruiting Command's most challenging markets.

Staples rose through several competitions to represent the top achievers in recruiting and training from a pool of more than 4,500 military members within the MyNavy HR Force Development domain.



Naval Education and Training Command

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