

# Naval Education and Training Command

## 2021 Annual Report



NETC 50TH ANNIVERSARY NETC 50TH ANNIVERSARY  
**50 YEARS 50 YEARS 50 YEARS**  
→ FLEET STREET → FLEET STREET → FLEET STREET →



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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 activities and achievements during Fiscal Year 2021. 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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## Commander's Welcome

I am excited to present the Naval Education and Training Command (NETC) Fiscal Year (FY) 2021 Annual Report, which highlights our strategic plan's achievements for the past year, key operating performance metrics for the Force Development enterprise, and our challenges for the future.

In FY 2021, we celebrated NETC's 50th anniversary of delivering trained and ready Sailors to the fleet! Many of the underlying themes at NETC are timeless: continuous process improvement, striving for excellence, partnering with the fleet, and building agile and adaptive teams — always improving upon the past and looking to the future.

FY 2021 was truly a challenging and unique year for our enterprise to keep the supply chain of Sailors moving during the COVID-19 pandemic while meeting the enduring priorities of the Secretary of the Navy's Strategic Guidance and the objectives of the Chief of Naval Operations' Navigation Plan. Our country is engaged in a long-term strategic competition, and we are facing challenges to our traditional war-fighting advantages in new ways and with new technology. These challenges must be met by the foundational strength of the Navy — our people.

Our contributions as the Force Development team are to help build and sustain a strong, diverse, and healthy force, ready at all times, and focused on warfighting at every level. Our role continues to be attracting, recruiting, and training the best that America has to offer. We must cultivate the talent and unique insights of individuals from diverse personal, cultural, and professional backgrounds. I am proud to report that our exceptional team met our recruiting and training missions during these enormously challenging times.

In the following pages, you'll read about how NETC is using innovation, technology, and the time-honored "Can-Do" Navy spirit to accomplish our mission, delivering Ready Relevant Learning, and instilling Warrior Toughness.

Looking ahead, we need to ensure that every element of the Force Development enterprise remains agile and adaptable as we continue the pace of transition with emerging technology and new concepts. We will continue to accelerate Ready Relevant Learning, build on a Culture of Excellence, transform MyNavy HR, and integrate decision science into Leadership Development. We will "walk our talk" as a diverse team, committed to continuously improving our organization.

I couldn't be more proud of what the Force Development team does in service to the fleet today. Thank you for your dedication and drive, as you recruit, train, and deliver those who serve our Nation.



Rear Admiral Peter A. Garvin  
Commander, Naval Education and Training Command





# FORCE DEVELOPMENT ORGANIZATION

## Chief of Naval Personnel

*(DCNO MPTE, NI/MyNavy HR)*

## Naval Education and Training Command

*(Force Development)*

### Navy Recruiting Command

*(NRC)*

### Naval Service Training Command

*(NSTC)*

### Naval Education and Training Professional Development Center

*(NETPDC)*

### Naval Education and Training Security Assistance Field Activity

*(NETSAFA)*

### Learning Centers

*(13)*

### Senior Enlisted Academy

*(SEA)*

## HQ Elements / Component Activities

NETC HQ  
NETC Millington (N3)  
NETC HRO  
NETC Site East  
NETC Site Great Lakes  
NETC Site West  
NETC Site Western Pacific

### HQ Direct Reports

NRC  
NSTC  
NETPDC  
NETSAFA  
SEA

## 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



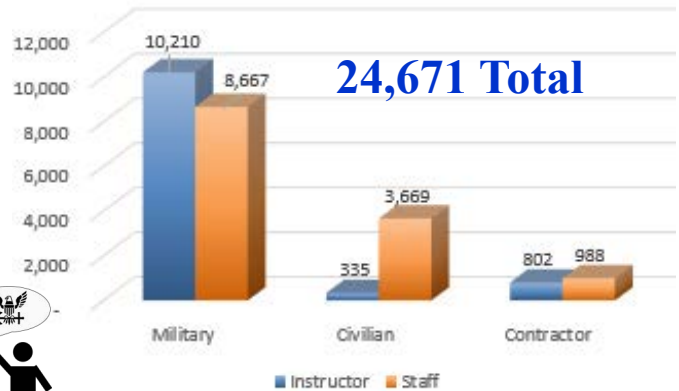


# Quick Facts

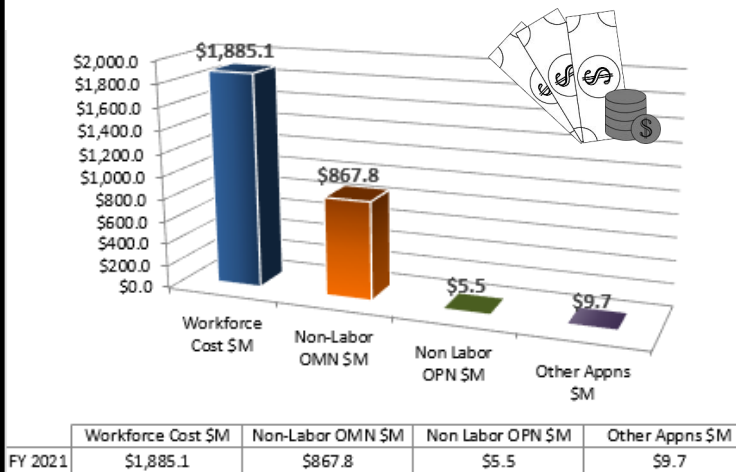
## Workforce



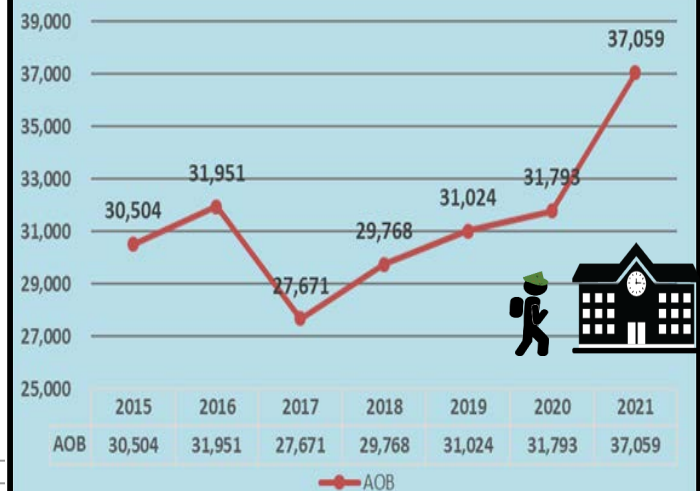
FY 2021 Workforce



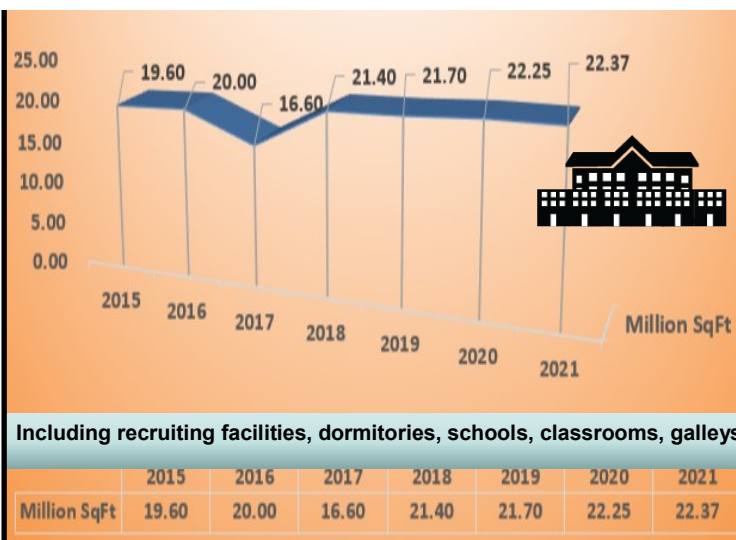
## \$2.8 Billion Funds Administered (Including \$526M Pass-thru)



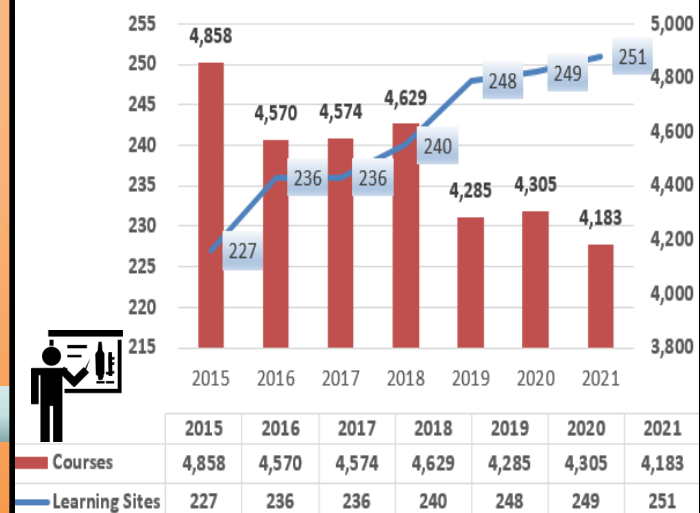
## Students Average Onboard



## Facilities Square Footage Managed



## Learning Sites and Courses



# NETC STRATEGIC DESIGN

## MISSION

We 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 leaders 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

**Vision.** As the Navy's leader in Force Development, NETC has the mandate to optimize every facet of our operations, supplying the fleet with Sailors possessing the knowledge and skills ready to execute the mission. As an integrated team, we will transform the way we recruit, train, and develop naval warfighters. We will maintain a proactive posture in transforming our organization to win in an increasingly complex global security environment.

**Mission.** After almost two decades of low-intensity conflict combating violent extremists and rogue regimes, the Navy has recognized that our competitive maritime advantage is eroding and that we must refocus our efforts on meeting the strategic competition represented by near peers. The three lines of effort of the National Defense Strategy are:

1. Rebuilding military readiness as we build a more lethal joint force.
2. Strengthening alliances as we attract new partners.
3. Reforming the Department's business practices for greater performance and affordability.

Force Development is intricately involved in all three. From improving Sailor resilience, to providing outstanding training to our international NETSAFA customers, we constantly strive to leverage emerging technology to improve the quality and speed of Sailor training while reducing costs.

**Guiding Principles:** Our Guiding Principles provide the common framework that will guide our actions every day, at every level of the organization.

- ♦ **Strive for Excellence, Operate with Integrity and Accountability.** Long-term viability and success require an unflinching commitment to excellence, hard work, honesty, and fairness.
- ♦ **Deliver Unparalleled Service.** Promote a culture of excellence that delivers unparalleled customer service, providing solutions with speed, accuracy, clarity, transparency, and accessibility.
- ♦ **Promote Data-Driven and Predictive Analytics.** Make decisions based on quantitative data rather than intuition or observation and provide a best assessment of what will happen through predictive analytics.
- ♦ **Foster Communication and Collaboration.** Fostering an inclusive and collaborative culture that respects and values all team members. Encourage open communication to take advantage of the diversity of experience and thought resident in our team.

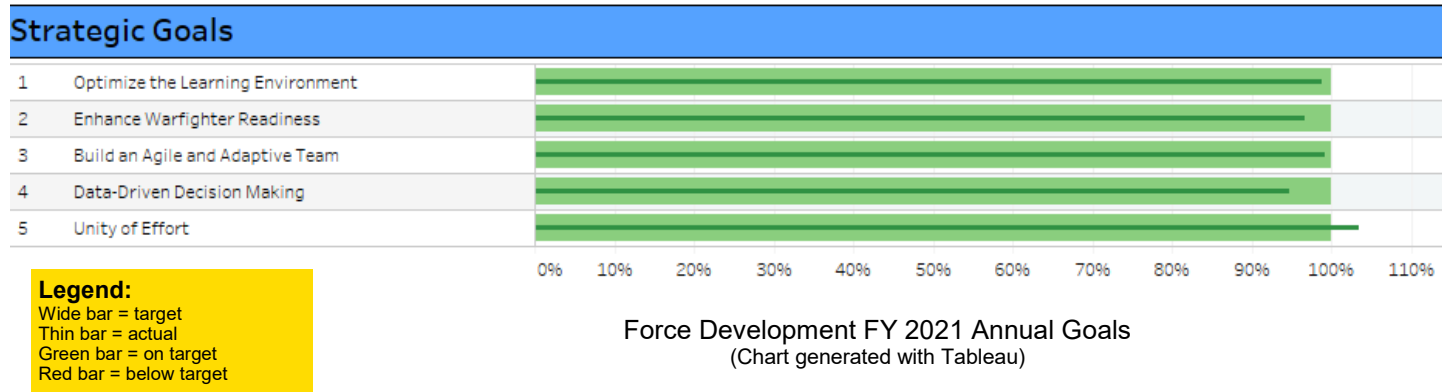
## FY 2021 STRATEGIC GOALS

Our five strategic goals for FY 2021 were the aspirational statements that described what Force Development wants to achieve to advance our Vision. They stretched across a five-year timeframe and were aligned with MyNavy HR and the Chief of Naval Operations (CNO).

1. **Optimize the Learning Environment**
2. **Enhance Warfighter Readiness**
3. **Build an Agile and Adaptable Team**
4. **Data-Driven Decision Making**
5. **Unity of Effort**

Under each of the strategic goals we have a number of strategic objectives. These strategic objectives are the outcomes that are necessary to realize the strategic goals. Finally, under the strategic objectives, we have annual goals; each annual goal has performance indicators which allow us to determine how close a particular annual goal is to completion.

Force Development's FY 2021 annual goals were built upon past successes while emphasizing the direction and priorities that we will need to pursue in the future in an ever-changing global environment that demands greater agility and adaptability. The below chart graphically displays the results for FY 2021.



In the following pages, we outline Force Development's strategic goals, strategic objectives, and provide details of the FY 2021 annual goals.



The Arleigh Burke-class guided-missile destroyer USS Laboon (DDG 58), conducts a replenishment-at-sea with USNS Joshua Humphreys (T-AO 188) in the Atlantic Ocean.

## STRATEGIC GOAL #1.0

### Optimize the Learning Environment

To deliver combat ready warfighters, NETC must apply innovative concepts to expand Force Development's effectiveness through the integration of emerging technologies. Integrating these technologies, such as artificial intelligence, machine learning, augmented reality/virtual reality, and neural language processing will aid recruiting efforts, reduce attrition, enhance learning, reduce time-to-train, and provide highly skilled Sailors to the fleet.

#### Strategic Objectives:

##### 1.1 Drive IT Optimization.



Training in the Full Mission Bridge Simulator at Surface Warfare Schools Command, Newport, RI.

##### 1.1 Drive IT Optimization

100% Actual  
100% Target

#### Annual Goals

#### Results

**1.1.2** Execute training delivery modernization (virtual training). (NETC N6)

100% complete. N6 enhanced the YN, YNS, PS, and AZ ratings' classrooms prior to pilot events, and provided required classroom peripherals and access to services for virtual training. These four ratings successfully completed their pilot of the modernized courses in a hybrid/virtual environment with subject matter experts and vendors participating via virtual collaborative services in lieu of travel.

##### 1.2 Operationalize MyNavy Learning

##### 1.2 Operationalize MyNavy Learning

98% Actual  
100% Target

#### Annual Goals

#### Results

**1.2.1** Transition MyNavy Learning (MNL) within the MyNavy HR transformation effort; build an integration roadmap to transition MNL from Naval Surface Warfare Center Dahlgren Division development, security, and operations (DevSecOps) to the MyNavy Portal AWS Accredited Environment and integrate with the learning stack. (NETC N5)

This goal is 100% met following completion of the MyNavy HR IT Solutions Lean Portfolio Management (LPM) effort. The products delivered from the LPM effort define the capability requirements, dependencies, constraints, assumptions, Minimal Viable Product stages, epics and features of the MNL production solution.

**1.2.2** Ensure interoperability and open data standards ashore and afloat. (NETC N5)

100% complete. NETC Staff is supporting RRL IS&T CONOP development through active participation in multiple Integrated Project Team events.



## STRATEGIC GOAL #2.0

### Enhance Warfighter Readiness

In close coordination and collaboration with the fleet, we will continuously assess and improve our training by evaluating those we train against desired and stated objectives, and the outcomes necessary to ensure warfighting readiness. By embracing and integrating emerging technology and increasing the interoperability of data, we will improve warfighter readiness.

#### Strategic Objectives:

##### 2.1 Forge Sailors that Identify as Warriors



Students use the LCS Training Simulators at Surface Warfare Schools Command Newport, RI.

2.1 Forge Sailors that Identify as Warriors	<div style="width: 93%; background-color: #28a745;"></div>	93% Actual 100% Target
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Annual Goals	Results
<b>2.1.3</b> Basically Trained Sailor - Continue Warrior Toughness rollout. (NSTC)	100% complete. Train the Trainer completed.
<b>2.1.4</b> Basically Trained Sailor - Standardize NROTC Training. (NSTC)	Overall complete. However, execution of 1/C Sea Trial participation was unfunded and unattainable this FY. All other objectives were met.
<b>2.1.5</b> Basically Trained Sailor - Sustain progress on Level 1 Fire Fighting and Damage Control Wet Trainer (P-1084) installation at Recruit Training Command (RTC). (NSTC/NETC N4)	FY 2021 targets were met. This included completion of the preliminary design, equipment front-end analysis, and completing the architectural and engineering task order. This is a multi-year MILCON project.

##### 2.2 Institutionalize Ready, Relevant Learning

2.2 Institutionalize Ready Relevant Learning	<div style="width: 100%; background-color: #28a745;"></div>	100% Actual 100% Target
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Annual Goals	Results
<b>2.2.0</b> Deliver 4 RRL Ratings. (NETC N7)	100% complete. YN, YNS, PS and AZ modernized content delivered in FY 2021.



Boatswain's Mate Airman Kevon Lamont-Anderson, assigned to the amphibious transport dock ship USS John P. Murtha (LPD 26), directs a MH-60R attached to Helicopter Maritime Strike Squadron (HSM) 49 to take off from the flight deck.

## STRATEGIC GOAL #3.0

### Build an Agile and Adaptable Team

To be successful in the complex world of uncertainty and global competition, the Force Development Team will adapt through collaboration, coordination, continuous improvement, and innovation. We will embrace change and rapidly respond to Navy needs by recruiting and training at the point-of-need and by delivering combat-ready warfighters to the fleet.

#### Strategic Objective:

#### 3.1 Drive Force Development Optimization

3.1 Drive Force Development Optimization	<div style="width: 99%; background-color: #4CAF50;"></div> <div style="display: flex; justify-content: space-between; font-size: 0.8em;"> <span>99% Actual</span> <span>100% Target</span> </div>
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Annual Goals	Results
<b>3.1.1</b> Identify NETC Headquarters' critical business functions and performance measures. (NETC N9)	100% complete.
<b>3.1.2</b> Evolve and digitally transform manual processes for NSTC staff and RTC/Officer Training Command data collection. (NSTC)	Overall complete. However, the development of a POA&M and stand-up of an operational planning team is delayed until FY 2022.
<b>3.1.3</b> Virtual Recruiting - Leverage technology (specifically LinkedIn, HandShake, and Indeed) to increase virtual recruiting activity to make mission. (NRC)	100% complete.
<b>3.1.4</b> Accelerate Salesforce 55-to-1 plan, Marketing Cloud, Mobile App, and text capabilities in accordance with PMW240's timeline. (NRC)	100% complete.



Culinary Specialist 1st Class Russell Sylve, center, an onboarder assigned to Navy Recruiting Station (NRS) Mercado, Talent Acquisition Onboarding Center Alamo City, joined by Aviation Boatswain's Mate (Handling) 2nd Class Brooks Anderson, a talent scout assigned to NRS Mercado, speaks with students attending Southwest High School about career possibilities at America's Navy's Virtual Reality Experience, the "Nimitz."

## STRATEGIC GOAL #4.0

### Data-Driven Decision Making

As an organization, we will leverage big data to make better informed and data-driven business decisions to create opportunities, predict future trends, optimize current operations, 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.

#### Strategic Objective:

#### 4.1 Optimize Production Capacity

4.1 Optimize Production Capacity	<div style="width: 95%; background-color: #4CAF50; height: 10px;"></div> <div style="display: flex; justify-content: space-between; font-size: 0.8em;"> <span>95% Actual</span> <span>100% Target</span> </div>
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Annual Goals	Results
4.1.1 Accession mission. (NRC)	99% complete.
4.1.2 New contract mission. (NRC)	100% complete.
4.1.3 Officer mission. (NRC)	85% complete. Overall target was met. However, certain designator's targets were not met in FY 2021.
4.1.4 Meet production goals and reduce physical fitness attrition across the supply chain. (NSTC)	92% complete. All performance measures were completed except for Dietary Analysis which was unfunded in FY 2021.



Vice Chief of Naval Operations (VCNO) Adm. Bill Lescher, third from left, poses with Navy leadership at Navy Recruiting Command during a scheduled visit.



## STRATEGIC GOAL #5.0

### Unity of Effort

To build a culture of excellence across Force Development, we will synchronize and align to support the staff, the Sailor, and the fleet. Our people – military and civilian – are both our most valuable resource and the key to accomplishing NETC Force Development goals.

#### Strategic Objective:

#### 5.1 Institutionalize a Force Development-wide Perspective

Deferred until FY 2022.

#### 5.2 Employ a Culture of Excellence

107% Actual  
100% Target

#### Annual Goals

#### Results

**5.2.1** Deliver Ready, Relevant Teaching (RRT) in support of Ready Relevant Learning. (NETC N7) 100% complete.

**5.2.2** Implement a Culture of Excellence (COE) communication plan (within Force Development. (NETC N1) Exceeded target by 13%.

**5.2.3** Learning centers implementation of COE. (NETC N1) Exceeded target by 13%.

**5.2.4** Increase diversity in officer accession. (NSTC) 100% complete.



Center for Explosive Ordnance and Diving Learning Site Great Lakes, Professional Apprenticeship Career Track (PACT) students undergo a 55-pound ruck march with gas masks as part of their training "Stress Test".

## STRATEGIC GOAL #5.0

### Unity of Effort

#### 5.3 Function in a Post COVID-19 Environment

5.3 Function in a Post COVID-19 Environment	<div><div></div></div>	100% Actual 100% Target
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Annual Goals	Results
<b>5.3.1</b> Implement Force Development telework policy. (NETC N1CP)	100% complete.
<b>5.3.2</b> Transition accessions training for a post-COVID-19 environment to include RTC 10-week Basic Military Training. (NSTC)	100% complete with the exception of the return to commercial air travel for onward movement from RTC. Due to the need to evaluate ongoing COVID effects on commercial air travel, this shifted to FY 2022.
<b>5.3.3</b> Establish standard transition plan for school-house training in post-COVID-19 environment. Conduct four learning center forums to address school-house training transition to a post-COVID-19 environment. (NSTC)	100% complete.

#### 5.4 Drive Force Development Health

5.4 Drive Force Development Health	<div><div></div></div>	104% Actual 100% Target
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Annual Goals	Results
<b>5.4.0</b> Maintain Health of the Force. (NRC)	104% overall complete. Exceeded the overall goal by 4%. Civilian manning and enlisted manning exceeded their annual targets, and the officer manning target was



U.S. Marine Corps students at the Center for Naval Aviation Technical Training Detachment Eglin attach a training AIM-9X Sidewinder missile on an external pylon.



# 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

**Fleet Readiness Starts Here**



## **Warrior Toughness (WT)**

Designed to increase the Navy's warfighting capabilities, WT is a critical component of the Navy's Culture of Excellence (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 skill set that strengthens the individual's mental, physical, and spiritual toughness, with a particular emphasis on the pursuit of peak performance. The program provides performance psychology skills and character development, and teaches Warrior Mindset concepts which were initially developed by Naval Special Warfare.



**"Warrior Toughness has absolutely transformed the way we train Sailors and how they respond and perform under pressure."**

*Rear Adm. Jennifer Couture  
Commander, NSTC  
11/16/2021*

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 perform their duties under intense pressure and stress, such as in emergency and combat environments. It consists of several techniques that focus on building a Sailor's intrinsic motivation around the four pillars of 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 will be woven into all NETC training courses. Without increasing course length, WT skills and concepts will be integrated into an appropriate portion of each course, highlighting how they are applied in the fleet. The WT campaign plan includes creating a continuum of WT across a Sailor's career, consisting of three LOEs:

- 1) **Develop Toughness**. WT is introduced at all initial-accession training courses to include Recruit Training Command, Officer Training Command, and Naval ROTC. Naval Service Training Command leads this LOE.
- 2) **Fortify Toughness**. WT is integrated into all post-accession training courses to include basic and advanced technical training ("A" and "C" schools), functional and team training ("F" and "T" schools). The NETC Director of Training Operations leads this LOE, supported by the NETC Training and Development Directorate, in coordination with all NETC learning centers.
- 3) **Institutionalize Toughness**. In this line of effort, WT is incorporated into fleet activities and operations. This LOE is being led by U.S. Fleet Forces Command (USFFC) as part of their "Optimize Performance through Toughness" initiative, with NETC supporting USFFC. USFFC is designated as the executive agent for the Chief of Naval Operations' Navigation Plan Implementation Framework, tasked to develop an overarching continuum of toughness and mental health support throughout the Sailor's career.

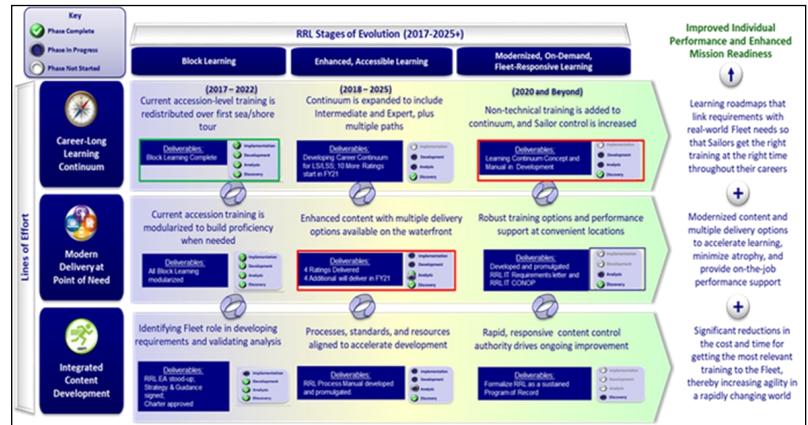


NROTC New Student Indoctrination midshipman candidates participate in Warrior Toughness classroom training at Recruit Training Command.

# Ready Relevant Learning (RRL)

The RRL program continues to deliver modernized content to ensure our Sailors have the knowledge necessary to compete and win across the spectrum of conflict. Seven additional ratings began modernized delivery in FY 2021: OS, IS, QM, PS, YN, YNS, and AZ. For FY 2021 a total of 39 ratings completed the requirements development stage with another 11 ratings undergoing requirements development.

RRL drives fundamental changes in the approach to Sailor training by transforming NETC's industrial-era, conveyor belt training model into a modern, responsive system with fleet-validated content to improve Sailor performance and enhance mission readiness. RRL delivers the right training, at the right time, and in the right way by developing a career-long learning continuum for every Sailor, modernizing training to maximize impact and relevance, and accelerating our processes to bring new training to the fleet. NETC works closely with USFFC, Naval Air Warfare Center Training Systems Division, the Chief of Naval Personnel, warfare type commanders, 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.



Often, skills acquired during accession training pipeline atrophy due to delays between the completion of that training and on-the-job performance, increasing the burden on the fleet, and potentially compromising operational readiness. NETC is using the “science of learning” to transform the current training model to identify modern training solutions delivered at the point of need, better preparing Sailors to operate and maintain equipment at its technological limits, and to meet rapidly evolving warfighting requirements.

Career-long learning continuum work started in FY 2021. The career-long learning continuum captures all the technical, professional, and leadership training necessary for each rating. It serves as a comprehensive roadmap for the Sailor by outlining all the individual training for their rating. It also functions as a management tool to inform where training gaps may exist. In FY 2021, continuums were developed for the AZ, OS, PS, LS, and LSS ratings.

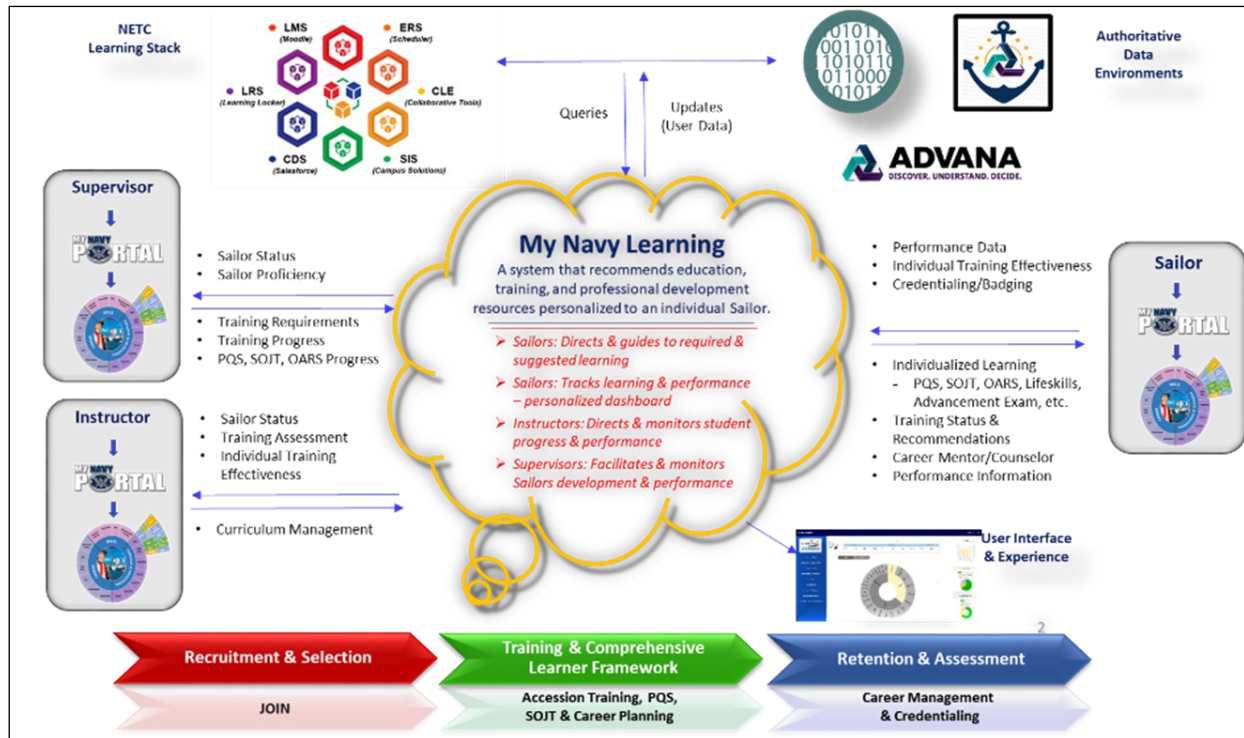
Work on the training assessment process also began in earnest in FY 2021. This solidified the fleet's role in defining training requirements and validating analysis, which aligns training content and delivery methods with fleet needs. The Type Commanders, working closely with NETC, are identifying metrics to assess Sailor performance and behaviors in the fleet. Leveraging the Kirkpatrick Model, the metrics will identify ways to improve and focus curricula to meet fleet needs. Metrics related to the modernized OS course began development in FY 2021.



Operations Specialist 2nd Class Daisy Avarado records information during an exercise in the combat information center of Arleigh Burke-class guided missile destroyer USS Higgins (DDG 76).

# Innovation

As NETC shifted its strategic design in FY 2021, innovation remains at the heart of creative solutions for the future. Unity of effort, building agile and adaptive teams, and optimizing the learning environment were central themes the staff worked on in developing cutting-edge capabilities supporting multiple enterprise-wide objectives. Innovators pushed the boundaries on a multi-year project, called MyNavy Learning (MNL). The MNL team worked with other organizations to build interoperable links between training and on-the-job performance, advancement, credentials, and leadership aspects of a Sailor's career-long learning continuum.



In the area of outreach, the MNL team engaged with civilian institutions and other Department of Defense agencies to optimize the learning environment in order to benefit Sailors' career pathways. During FY 2021, the NETC staff capitalized on many opportunities to conduct forward-thinking collaboration with top academic, business, and defense experts in the field of adult learning and talent management. Significant events included participation in the Defense Advanced Distributed Learning Advisory Committee and the Office of Naval Research's Cognitive Science of Learning Program, both hosted virtually due to the ongoing pandemic.

Other significant events included:

- ◆ Numerous MNL demonstrations to Chief of Naval Personnel, the Master Chief Petty Officer of the Navy, USFFC, and other high-level leaders across the Navy.
- ◆ Discussions with National Security Innovation Network (NSIN) and Naval Expeditions Agility Office (Naval X) to promote "super-connector" links across organizations.
- ◆ MNL's continued participation in the Common Augmented Reality (AR)/Virtual Reality (VR) Environment (CARVRE) charter focused on implementing a consistent set of technology requirements for AR and VR-based systems.



# Innovation

In the second thrust area, building capacity, the MNL effort centered on improving unity of effort and creating adaptive teams that support rapid development activities for NETC's learning centers. One major initiative changed the approach to the annual strategic off-site. Leveraging the Strengths, Weaknesses, Opportunities and Threats (SWOT) framework, the NETC organization worked swiftly, across eight days, to construct meaningful goals and metrics that were aligned to the Force Development Strategic Plan. A second major initiative continued to re-vamp the Analytic Studies program into a well-managed portfolio, coupled to enduring or newly identified capability gaps. One final initiative aimed to streamline the assessment process in support of RRL objectives. The MNL team led discussions with senior members of the USFFC, Systems Commanders, Type Commanders, and learning center stakeholders to establish a vision for the future, collaborated on the University of California, Los Angeles (UCLA) Center for Research on Evaluation, Standards, and Student Testing (CRESST) Training Assessment Framework findings, and built flexible teams to support working group deliverables.



Naval Surface Warfare Center, Port Hueneme Division Research Manager, Jason Bickford, demonstrates augmented reality capabilities for Adm. Michael Gilday, CNO.

In the final thrust area, dynamic discovery, the MNL team conducted multiple use-case or proof-of-concept projects throughout the year. The top three projects focused on learner profile and learner record development, exploring user interface and user experience concepts, and automated metadata content tagging applications. The MNL flagship project sustained agile development through three 90-day "sprints." At its core, this adaptive training application uses data from learner records to power artificial intelligence (AI)/machine learning (ML) algorithms, and an industry leader with its integration into the eLearning environment. Adaptive training is one of six lines of effort which progressed under the MNL project. Looking to the future, NETC renewed partnership with Florida Atlantic University through the National Security Innovation Network to outline a project that inputs metadata and labels content automatically. The idea will reduce manual workload in the course development process and provide better fidelity for "search" and "find" functions that are specific to a Sailor's need. The third project was a study conducted with IBM to conduct design thinking sessions with a range of Navy personnel to change the paradigm on web-based user interface and experience concepts. The project was completed in a record six months and some ideas were quickly adopted by Navy IT program managers, orchestrating solutions for transformation and training modernization initiatives. These projects exemplify the myriad of innovative efforts that combined rapid development, cutting-edge technologies, and creative ideas into meaningful change for the Force Development enterprise.

**"There's a way to do it  
better – Find it!"**

*Thomas Edison*

Four years ago, NETC Leadership moved forward by emphasizing "Innovation" as one of the five primary focus areas. Since then, the small MNL team continues to make a major impact on the direction that defense organizations are eyeing for the future. Specifically, the development of interoperable learning ecosystems, establishing benchmarks for how we exchange and network ideas, and leading in the design of cutting-edge training capabilities throughout a continuum of military learning.

# COVID-19

Despite the challenges posed by the COVID-19 pandemic, the Force Development enterprise remained laser-focused on maintaining the supply chain flow of Sailors to the fleet. Over 250 learning sites, and school-houses were resolute in their daily efforts to continue innovating, utilizing leading-edge technology, and applying the time-honored "Can-Do" Navy spirit to ensure all Sailors were trained, educated, and ready to fight and win. As the pandemic was increasing the risk to our mission, Force Development's global teams remained agile and adaptive, leveraging emerging technology and innovative concepts to deliver the fleet the right Sailor at the right time.

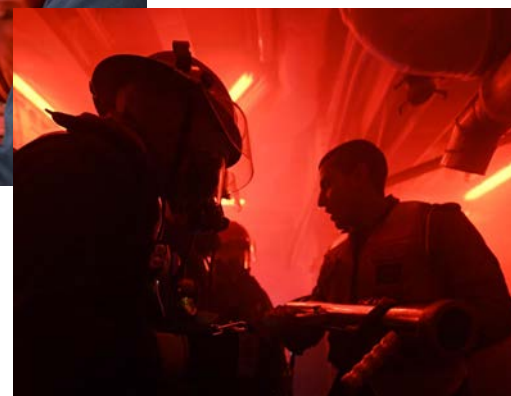
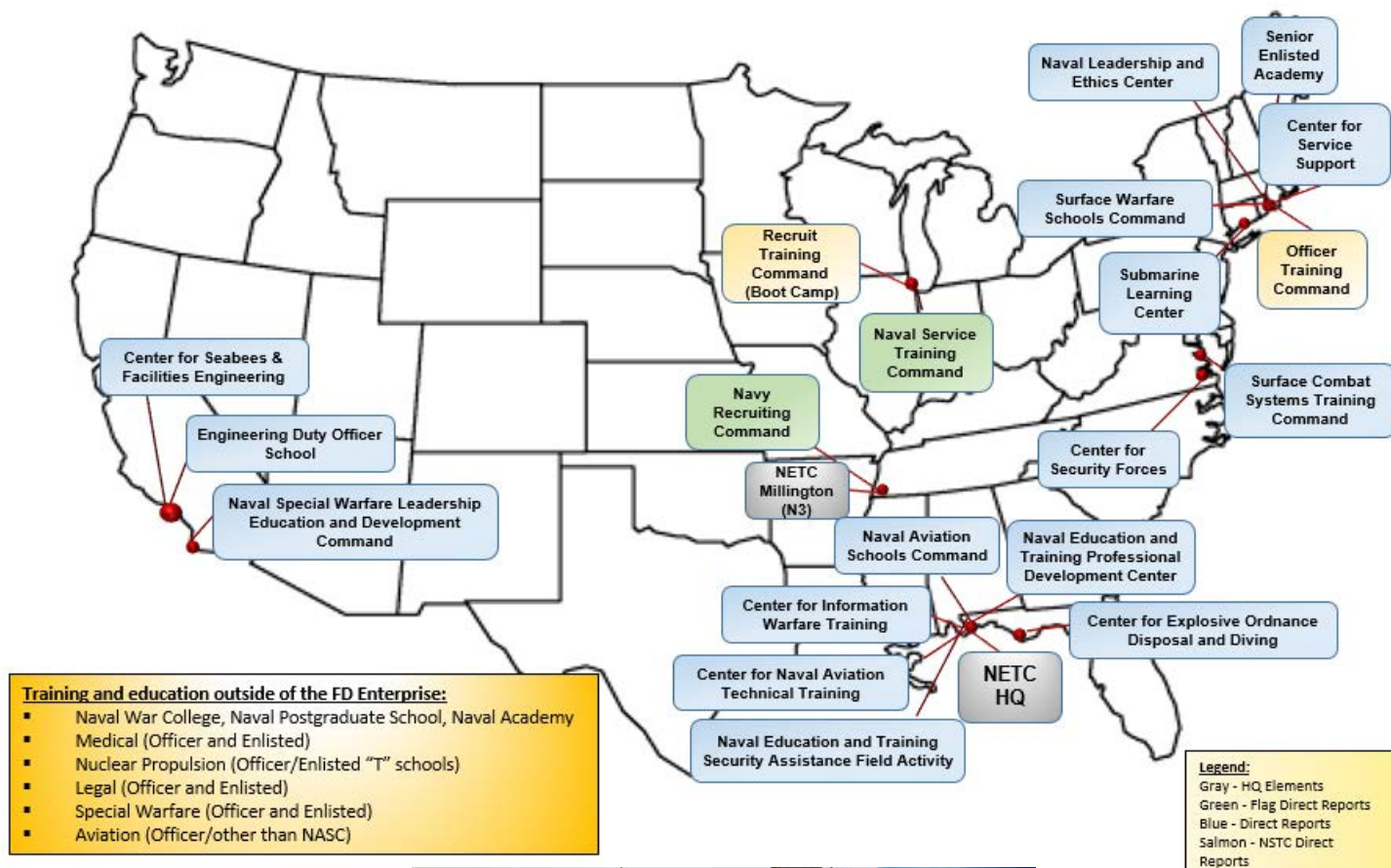
- ◆ NETC's Headquarters staff worked to implement processes and information system solutions to ensure instructors met qualification and certification standards when COVID-19 limited instructor training course quota availability or precluded on-site attendance. Our team remained committed to guaranteeing training delivery standards and continuation of student throughput without delay or backlog. Hundreds of individual events supporting the RRL integrated government schedule leveraged available technology to convert events from on-site participation to virtual/distributed participation. Rating domain and media fidelity analysis, media characteristics, feasibility and fielding data, and reports for 11 ratings with multiple training paths and numerous individual courses were completed. NETC teams maintained 100% functionality of important Sailor programs such as Navy Credentialing Opportunities On-Line, United Services Military Apprenticeship Program, and Tuition Assistance.
- ◆ Navy Recruiting Command's (NRC) training activity created a hybrid learning environment which included a combination of both classroom learning and virtual training. This forward thinking enabled the Navy Recruiter Orientation Unit (NORU) and NRC to remain open for training, resulting in no bottlenecks for mission-essential training, graduating 659 students with a 99.7% graduation rate. NORU's instructors were sought out by Navy Talent Acquisition Groups across the recruiting enterprise because of their innovation and dedication to provide virtual training assistance. NRC designed easy-to-use COVID recruiting station and travel assessment tools, the latter of which was adopted by the Center for Naval Analysis, resulting in command leadership and personnel across the enterprise making data-driven COVID-19 risk assessments associated with travel and operations. NRC's analytics informed recruiting station manning decisions that limited enterprise-wide COVID cases to no more than 12% of the workforce, noteworthy in an inherently public-facing business model.
- ◆ Naval Service Training Command (NSTC) oversaw the training and development of approximately 36,000 enlisted and 3,500 officer accessions, ensuring all accessions entered the fleet basically trained, disciplined, and with a warrior mindset and identity. NSTC led the successful move of the restriction of movement (ROM) location from commercial hotels to Fort McCoy, Wisconsin. In May 2021, all ROM operations reverted back to RTC in Great Lakes, Illinois. This provided greater agility for RTC's continuity of operations, increased security measures, and maintained a steady flow of Sailors to the fleet.





# Force Development

## Direct Reporting Commands







# NAVY RECRUITING COMMAND (NRC)

Commander: RDML Alexis Walker  
Executive Director: Dr. Kevin D. Sullivan  
Command Master Chief: CMDCM Ricardo Moreya

## STAFFING AND ORGANIZATION

**7,495** Military Personnel  
⇒ **4,926** Recruiters

**26** Navy Talent Acquisition Groups

**917** Recruiting Sites

**3** Regions

**1** Recruiting School (NORU)  
(54 instructors)

## NATIONAL LEADS FUNNEL

**3.3B** Impressions

↓

**337M** Engagements

**293,596** Gross Leads

↓

**275,328** Program Eligible Leads

↓

**58,875** Qualified & Interested Leads



Navy Talent Acquisition Group Golden Gate Future Sailors in the Delayed Entry Program tour the Zumwalt-class guided-missile destroyer USS Michael Monsoor (DDG 1001) as part of the 2021 San Francisco Fleet Week.

## RECRUITMENT

**39,190** Sailors  
**3,374** Officers



Aviation Boatswain's Mate (Handling) 2nd Class Sierra Clark takes a photo with Navy Talent Acquisition Group Mid-America Future Sailors after a joint service swear-in ceremony at Busch Stadium.





# NAVAL SERVICE TRAINING COMMAND (NSTC)

Commander: RDML Jennifer S. Couture  
Executive Director: Mr. Chris Stallings  
Command Master Chief: CMDCM Richard L Mengel

## DAILY AVERAGE ONBOARD

**8,494** Recruits

**522** Officer Candidates (OCS)

**83** Officers (ODS)



Officer Candidate School (OCS) class 02-22 students at Officer Training Command Newport (OTCN), Newport, Rhode Island, reaffirm the oath of office during their graduation ceremony.

## COURSE GRADUATES

**35,852** Sailors - Basic Training

**Officers:**

⇒ **1,503** OCS

⇒ **980** ODS

⇒ **55** STA-21 (Seaman to Admiral)

⇒ **1,031** NROTC (USN & USMC)



Personnel Specialist 1st Class Shatavia Howell observes her recruit division as they march in formation at Recruit Training Command.

## Naval ROTC / Navy Junior ROTC / Navy National Defense Cadet Corps (NNDCC)

**4,193** Naval ROTC Scholarships at 78 host units

**78,004** Navy Junior ROTC & NNDCC Cadets at 646 high schools



Lt. Donnie Olsen, University of Idaho professor, instructs Naval ROTC midshipmen in the Conning Officer Virtual Environment simulator during Sea Trials 2021 at Naval Operational Support Center Kitsap in Bremerton, Washington.



# NAVAL EDUCATION AND TRAINING PROFESSIONAL DEVELOPMENT CENTER (NETPDC)

Commanding Officer: CAPT Willie D. Brisbane  
Executive Director: Mr. William Jackson  
Command Master Chief: ETNCM Gregory E. Prichard

## NAVY ADVANCEMENT CENTER

**319,511** Advancement exam answer sheets processed

**531** Advancement exams developed

**\$13.7M** Acquisitions



Aviation Ordnanceman 2nd Class Sergio Torres takes the Navywide advancement exam on the mess decks of the amphibious assault ship USS Bataan (LHD 5).

## NAVY TRAINING PRODUCT AND SERVICE CONTRACTS

**\$37.9M — 43 task orders**

## TUITION ASSISTANCE (TA)

**\$73.3M** TA Funds Authorized

**37,425** Sailors using TA

**101,584** Course enrollments

## Navy College for Afloat College Education (NCPACE):

⇒ **\$294k** Funds executed

⇒ **399** Students enrolled

## NAVY TRAINING SUPPORT

**\$13.7M** Acquisitions

**\$2.0M** Depot Level Repairables  
(Training support)



Roy Suber, an education counselor with the Navy College Virtual Education Center, assists a Sailor over the phone with his education needs.





# NAVAL EDUCATION AND TRAINING SECURITY ASSISTANCE FIELD ACTIVITY (NETSAFA)

Commanding Officer: CAPT David W. Stallworth

Executive Director: Mr. Mark Truluck

## TRAINING INVESTMENT

**\$194.1M**

total value of training



International Military Students attend a tour of the Naval Aviation Technical Training Center, Pensacola, Florida.

## STUDENTS

### Continental U.S.:

⇒ **4,278** students

### Overseas:

⇒ **4,530** students taught by

⇒ **151** overseas training teams

## COUNTRIES PARTICIPATING/COURSE ENROLLMENTS

**163** participating countries

**7,917** course enrollments



International Military Students attend a Civilian Infrastructure Brief by Mr. George Schenck during the NETSAFA International Training Center Manpower Personnel Training and Education course at Pensacola, Florida.



# CENTER FOR NAVAL AVIATION TECHNICAL TRAINING (CNATT)

Commanding Officer: CAPT Vencent Logan

Executive Director: Mr. Mitch Allen

Command Master Chief: CMDCM Michael Marler

## DAILY AVERAGE ONBOARD

**5,850** consisting of:

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

## SPONSORS

**Technical guidance:** Naval Aviation Enterprise (NAE)

**Resource sponsor:** OPNAV N98

## COURSE GRADUATES/UNITS

**81,741** Course graduates

**27** subordinate units

## RATINGS/DESIGNATORS

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



Firefighting students at CNATTU Lemoore extinguish a mock aircraft fire during a training exercise.

## SUBORDINATE UNITS

- CNATT Unit (U) Cherry Point (CP) Learning Site (LS) Little Rock, AR
- CNATT Detachment (DET) Camp Pendleton, CA
- CNATTU Lemoore, CA
- CNATTU Foreign Military Sales (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 North Island (NI) LS Kaneohe Bay 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 Lemoore LS Good Fellow (Air Force Base) San Angelo, TX
- CNATTU NFK LS Fort Lee, VA
- CNATTU Norfolk, VA
- CNATTU Oceana, VA
- CNATTU FMS Oceana, VA
- CNATTU Whidbey Island, WA



Students at the CNATT DET Eglin work on a jet engine in the detachment's engine lab.





# SURFACE COMBAT SYSTEMS TRAINING COMMAND (SCSTC)

Commodore: CAPT George Kessler  
Executive Director: Mr. Brian Deters  
Command Master Chief: CMDCM Steven R. Cosgrove

## DAILY AVERAGE ONBOARD

**4,536**, 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



Ensign Marcus Banez, seated, prospective systems test officer for USS Rafael Peralta (DDG 115) and Lt. Alexander Snazin, standing, prospective chief engineer for PCU Frank E. Peterson Jr. (DDG 121), train on the newest variant of Baseline 9, TI-16, at the AEGIS Training and Readiness Center, Dahlgren, Va.

## COURSE GRADUATES/UNITS

**32,993** Course graduates

**24** subordinate units.

## 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

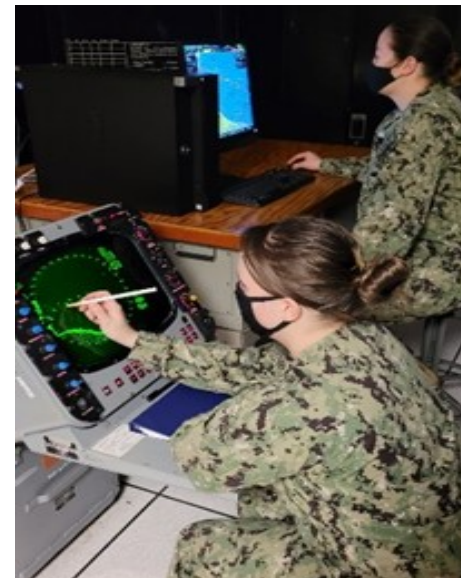
## SPONSORS

**Technical guidance:** Naval Sea Systems Command (NAVSEA)

**Resource sponsor:** OPNAV N96

## SUBORDINATE UNITS

- SCSTC San Diego (SD) Point Loma, CA
- SCSTC FMS SD Pt Loma, CA
- MWTC Point Loma, CA
- MWTC Resource Sponsor (RS) 95 Point Loma, CA
- SCSTC LTF PAC San Diego, CA
- SCSTC DET SW San Diego, CA
- SCSTC SD LS San Diego, CA
- SCSTC LCS (Littoral Combat Ship) Training Facility (LTF) ATL Mayport, FL
- SCSTC DET Southeast (SE) Mayport, FL
- SCSTC DET Middle Pacific (MP) Pearl Harbor, HI
- SCSTCD RS2/6 MP Pearl Harbor, HI
- SCSTC GL Great Lakes, IL
- SCSTC FMS Great Lakes, IL
- SCSTC DET West Pacific (WP) Yokosuka, Japan
- SCSTCD RS2/6 WP Yokosuka, Japan
- USA Schools Ft. Bragg, NC
- SCSTC Site Rota, Spain
- SCSTC AEGIS Training and Readiness Center (ATRC) Dahlgren (DN), VA
- SCSTC DET Middle Atlantic (MIDATL) Norfolk, VA
- SCSTC Hampton Roads (HR) LS Norfolk, VA
- SCSTC HR Virginia Beach, VA
- SCSTCU FMS DN Virginia Beach, VA
- SCSTC DET Wallops Island, VA
- SCSTC DET Pacific Northwest (PNW) Everett, WA



Operations Specialist 2nd Class Elizabeth Wills, left, an STSTC, Hampton Roads RADAR Navigation instructor, takes radar points off the AN/SPA-25G, while Operations Specialist 1st Class Lacee Wemlinger, right, the RADNAV course curriculum model manager, enters them into the Voyage Management System.





# CENTER FOR INFORMATION WARFARE TRAINING (CIWT)

Commanding Officer: CAPT Marc Ratkus  
Executive Director: Mr. James Hagy  
Command Master Chief: CMDCM Jason Thibodeaux

## DAILY AVERAGE ONBOARD

**4,429** 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/UNITS

**18,569** Course graduates

**26** subordinate units

## RATINGS/DESIGNATORS

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

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

## SPONSORS

**Technical guidance:** Naval Information Warfare Forces (NAVIFOR)

**Resource sponsor:** OPNAV N2/N6



Naval Information Forces Force Master Chief David Twiford talks with student Sailors attending iat Information Warfare Training Command Corry Station.

## SUBORDINATE UNITS

- Information Warfare Training Center (IWTC)VB Site Ft. Huachuca, AZ
- IWTC Monterey, CA
- IWTC San Diego (SD), CA
- IWTC SD Resource Sponsor (RS) 96 San Diego, CA
- IWTC FMS San Diego, CA
- IWTC Virginia Beach (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 Monterey (M) Site Ft. Meade, MD
- IWTC Corry Station (CS) Site Keesler AFB Biloxi, MS
- IWTC Monterey Detachment Good Fellow, San Angelo, TX
- IWTC M Site Medina San Antonio, TX
- Defense Language Institute Foreign Language Center (DLIFLC) Liaison DC Arlington, VA
- IWTC VB LS Quantico, VA
- IWTC Virginia Beach, VA
- IWTC SD Site Bangor, WA
- IWTC SD Site Everett, WA



Senior Chief Information Systems Technician (IT) Zachary Mollette, a Navy IT rating subject matter expert attached to the Center for Information Warfare Training, navigates the different functions of a Multipurpose Reconfigurable Training System 3D® (MRTS 3D®) Surface Ship Radio Room (SSRR) onboard Naval Air Station Pensacola Corry Station, Pensacola, Florida.



# SUBMARINE LEARNING CENTER (SLC)

Commanding Officer: CAPT Steven Antcliff  
Executive Director: Mr. Jonathan Houser  
Command Master Chief: CMDCM Eric Murphy

## DAILY AVERAGE ONBOARD

**2,474**, consisting of:

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



Students perform an evolution in the dive tank at the Naval Submarine School's Pressurized Submarine Escape Trainer, at Naval Submarine Base New London in Groton, Connecticut.

## SUBORDINATE UNITS

- Submarine Training Facility (SUBTRAFAC) San Diego, CA
- Naval Submarine School (NAVSUBSCOL) Groton, CT
- NAVSUBSCOL FMS Groton, CT
- SLC Training Support Site Kings Bay, GA
- Trident Training Facility (TRITRAFAC) Kings Bay, GA
- Navy SUB Training Center Pacific (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 Whidbey Island (WI) Oak Harbor, WA

## COURSE GRADUATES/UNITS

**29,388** Course graduates

**13** subordinate units

## RATINGS/DESIGNATORS

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

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

## SPONSORS

**Technical guidance:** NAVSEA

**Resource sponsor:** OPNAV N97



Members of the Executive Leadership Development Program battle leaks in the damage control wet trainer during at Submarine Learning Center San Diego.





# SURFACE WARFARE SCHOOLS COMMAND (SWSC)

Commanding Officer: CAPT Brian Mutty  
Executive Director: Mr. Richard S. Callas  
Command Master Chief: CMDCM Jeremy R. Douglas

## DAILY AVERAGE ONBOARD

**3,008** consisting of:

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

## COURSE GRADUATES/UNITS

**73,887** Course graduates

**20** subordinate units

## RATINGS/DESIGNATORS

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

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

## SPONSORS

**Technical guidance:** NAVSEA

**Resource sponsor:** OPNAV N96



Future Surface Navigators train at the Surface Navigator Course at Surface Warfare Schools Command in Newport, Rhode Island.

## SUBORDINATE UNITS

- SWSCOLCOM FMS Newport, RI
- SWSC Engineering (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
- Surface Warfare Engineering School Command (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
- Mariner Skills Training Center (MSTC) Atlantic Norfolk, VA
- SWOS LS Norfolk, VA
- SWSC ENG LS Norfolk, VA
- SWSC Support Site Norfolk, VA
- SWSC ENG LS Bangor, WA



Students train in the Full Mission Bridge Simulator at Surface Warfare Schools Command in Newport, Rhode Island.





# CENTER FOR EXPLOSIVE ORDNANCE AND DIVING (CEODD)

Commanding Officer: CAPT Dean Muriano

Executive Director: Mr. George Delano

Command Master Chief: CMDCM Stephen D. Zentz

## DAILY AVERAGE ONBOARD

**876** consisting of:

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

## SPONSORS

**Technical guidance:** Navy Expeditionary  
Combat Enterprise (NECE)

**Resource sponsor:** OPNAV N95



Naval Diving and Salvage Training Center (NDSTC) Basic Engineering Diver candidates conduct surface supplied dive training, including systems operations and emergency protocols, in the NDSTC Aquatic Training Facility at Naval Support Activity Panama City, Florida.

## COURSE GRADUATES

**2,092** Course graduates



A Naval School Explosive Ordnance Disposal student performs naval ordnance reconnaissance at Area 8 during mine countermeasures training at Underwater Ordnance Division, Eglin Air Force Base, Florida.

## RATINGS/DESIGNATORS

**Enlisted ratings:** EOD, ND

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

## SUBORDINATE UNITS

- 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
- U.S. Army (USA) Infantry School Ft. Benning, GA
- CEODD LS Great Lakes, IL
- CEODD Liaison Millington, TN



# CENTER FOR SECURITY FORCES (CSF)

Commanding Officer: CAPT Douglas Pegher  
Executive Director: Mr. Larry McFarland  
Command Master Chief: CMDCM Ryan Murray

## DAILY AVERAGE ONBOARD

**1,884** consisting of:

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

## COURSE GRADUATES/UNITS

**16,508** Course graduates

**15** subordinate units

## RATINGS/DESIGNATORS

**Enlisted rating:** MA

**Officer designators:** 649X, 749X

## SPONSORS

**Technical guidance:** NECE

**Resource sponsor:** OPNAV N95



A student prepares to board a mock vessel during a field exercise at Center for Security Forces Detachment Chesapeake. The exercise is part of the Navy's Non-Compliant Boarding – Visit Board Search and Seizure course that prepares boarding teams to perform compliant and non-compliant boardings in support of Maritime Interdiction Operations.



Students perform tactical team movements during an active shooter exercise at Naval Technical Training Center Lackland.

## SUBORDINATE UNITS

- 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 Pearl Harbor (PH) Oahu Island, HI
- CSF LS Yokosuka, Japan

- Naval Technical Training Center (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





# CENTER FOR SERVICE SUPPORT (CSS)

Commanding Officer: CAPT Robert T. Stockton  
Executive Director: Mr. Patrick McLean  
Command Master Chief: CMDCM Jennifer Newman

## DAILY AVERAGE ONBOARD

**1,630** consisting of:

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

## SPONSORS

**Technical guidance:** MyNavy HR

**Resource sponsor:** OPNAV N1



U.S. Navy Supply Corps School staff conducts a summer whites uniform inspection for Basic Qualification Course students.

## SUBORDINATE UNITS

- CSS LS San Diego, CA
- 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
- NSSATC LS Yokosuka, Japan
- NTTC DET DINFOS Ft. Meade, MD
- NTTC Meridian, MS
- NTTC FMS Meridian, MS
- Naval Chaplaincy School (NAVCHAPSCOL) LS Meridian, MS
- Navy Supply Corps School (NSCS) Newport, RI
- NSCS FMS Newport, RI
- NAVCHAPSCOL Newport, RI
- NSSATC LS Sigonella, Sicily
- NTTC DET Ft. Lee, VA
- CSS LS Norfolk, VA
- Naval SOM Virginia Beach, VA
- NSSAT CMD Virginia Beach, VA
- NSSATC LS Bangor, WA

## COURSE GRADUATES/UNITS

**50,160** Course graduates

**21** subordinate units



Gunnery Sgt. Jerry Williams conducts the wind ensemble during a capstone performance at the Naval School of Music.

## RATINGS/DESIGNATORS

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

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



Culinary Specialist "A" School students participate in a poultry fabrication lab at Naval Technical Training Center Fort Lee, Va.





# CENTER FOR SEABEES AND FACILITIES ENGINEERING (CSFE)

Commanding Officer: CAPT Peter J. Maculan  
Executive Director: Mr. David Lu  
Command Master Chief: CBCM Angel D. Cano

## DAILY AVERAGE ONBOARD

**912** consisting of:

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

## RATINGS/DESIGNATORS

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

**Officer designators:** 510X, 653X, 753X



Steelworker 1st Class Andrew Hagemeier, a steelworker schoolhouse instructor, teaches Rear Adm. Peter Garvin how to weld like a Seabee during his tour at Port Hueneme, California.

## COURSE GRADUATES/UNITS

**13,868** Course graduates

**6** subordinate units

## SPONSORS

**Technical guidance:** NECE

**Resource sponsor:** OPNAV N95



Civil Engineer Corps Officers School Basic Qualification Course students use a terrain model while giving an engineering reconnaissance brief during a five-day field training exercise.

## SUBORDINATE UNITS

- CSFE LS China Lake, CA
- Naval Construction Training Center (NAVCONSTRACEN) Pt Hueneme, CA
- NAVSCOLCECOFF Pt Hueneme, CA
- CSFE DET Ft. Leonard Wood, MO
- NAVCONSTRACEN Gulfport, MS
- CSFE DET Sheppard Wichita Falls, TX



# NAVAL SPECIAL WARFARE LEADERSHIP EDUCATION AND DEVELOPMENT COMMAND (NLEAD)

Commanding Officer: CAPT Ryan Shann  
Executive Director: Mr. Scott Trulove  
Command Master Chief: CMDCM Steven Babb

## DAILY AVERAGE ONBOARD

**20** U.S. Navy

## COURSE GRADUATES/LOCATIONS

**501** Course graduates

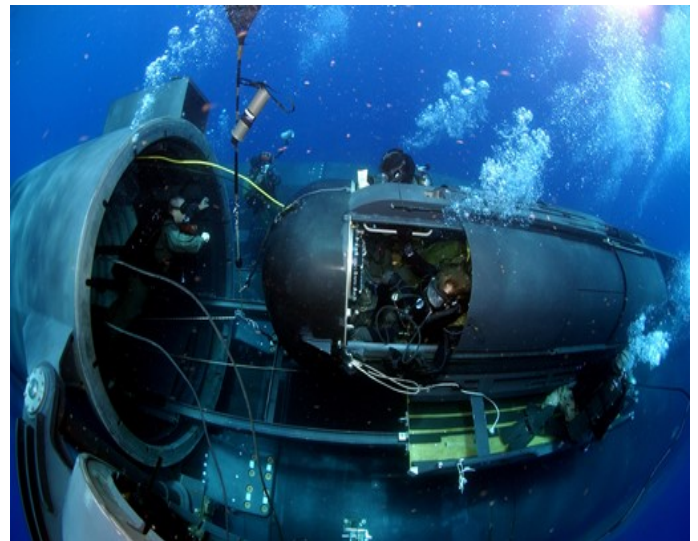
**1** location, San Diego, CA



## SPONSORS

**Technical guidance:** Naval Special Warfare Command (NAVSPECWARCOM)

**Resource sponsor:** OPNAV N951



## RATINGS/DESIGNATORS

**Enlisted ratings:** SB, SO

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







# ENGINEERING DUTY OFFICER SCHOOL (EDO)

Commanding Officer: CAPT Philip Malone  
Executive Director: Mr. Timothy Haney

## DAILY AVERAGE ONBOARD

**8** U.S. Navy



The Military Sealift Command auxiliary dry cargo carrier USNS Carl Brashear (T-AKE 7) slides into the San Diego Bay during the christening and launch ceremony at General Dynamics NASSCO shipyard.

## SPONSORS

**Technical guidance:** NAVSEA

**Resource sponsor:** OPNAV N1



EDO students engage in a team building exercise employing newly acquired skills presented in the course.

## COURSE GRADUATES/LOCATIONS

**135** Course graduates

**1** location, Port Hueneme, CA



EDO students receive words of wisdom, leadership and inspiration from honored guest, Rear Adm. Huan Nguyen, NAVSEA 03.

## DESIGNATORS

**Officers:** 144X, 146X







**NAVAL LEADERSHIP  
AND  
ETHICS CENTER**

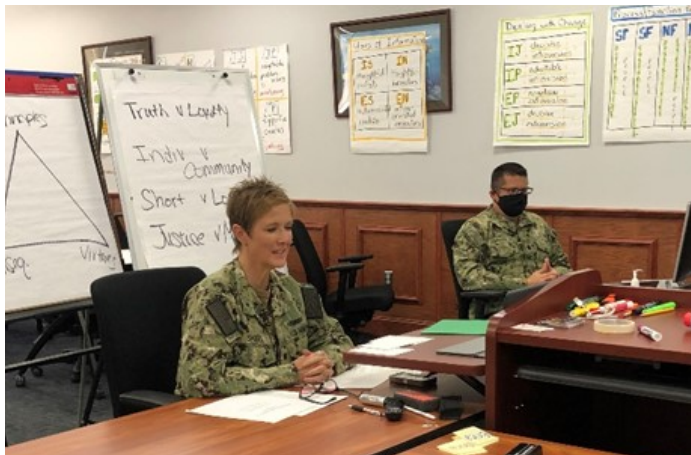
# NAVAL LEADERSHIP AND ETHICS CENTER (NLEC)

Commanding Officer: CAPT Stephen Ileris  
Command Master Chief: CMDCM Jeanette Hafer

## DAILY AVERAGE ONBOARD

**164** consisting of:

- ⇒ U.S. Navy
- ⇒ U.S. civilians



Cmdr. Jill Skeet and Cmdr. Juan Carrasco facilitate Naval Leadership and Ethics Center's Senior Leaders Course virtually from the NLEC facilities in Newport, RI.

## COURSE GRADUATES

**8,887** Course graduates

## SUBORDINATE UNITS

- NLEC CMD Dam Neck, VA
- NLEC CMD San Diego, CA

## SPONSORS

**Technical guidance:** Chief of Naval Operations

**Resource sponsor:** OPNAV N1

## RATINGS/DESIGNATORS

All officer designators and enlisted ratings



The Naval Leadership and Ethics Center is headquartered at Naval Station Newport, Rhode Island, with subordinate locations at Naval Leadership and Ethics Command Dam Neck, Virginia, and Naval Leadership and Ethics Command San Diego, California.



# SENIOR ENLISTED ACADEMY (SEA)

Director: CMDRCM Baron Randle  
Assistant Director: CMDRCM David Martinez

## DAILY AVERAGE ONBOARD

**73** consisting of:

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

## COURSE GRADUATES/LOCATIONS

**1,403** Course graduates

**1** location; Newport, RI

## SPONSORS

**Technical guidance:** Chief of Naval Operations

**Resource sponsor:** OPNAV N1

## RATINGS/DESIGNATORS

All enlisted ratings



SEA students perform line handling duties while visiting the USS Constitution.





# NAVAL AVIATION SCHOOLS COMMAND (NASC)

Commanding Officer: CAPT Edgardo A. Moreno  
Command Master Chief: CMDCM Todd E. Strebin

## DAILY AVERAGE ONBOARD

**1,538** consisting of:

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

## COURSE GRADUATES

**13,829** Course graduates

## SUBORDINATE UNITS

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

## SPONSORS

**Technical guidance:** NAE

**Resource sponsor:** OPNAV N98

## RATINGS/DESIGNATORS

**Enlisted:** AIRR, Naval Aircrew Candidates, all ratings requiring aircrew training

**Officers:** Aviation Command Prospective COs and XOs, 1370, 1390, and 2100



A Rescue Swimmer School student practices entering the water under simulated helicopter wash and weather.



Rescue Swimmer School students receive guidance from instructors before entering the pool in full swim gear.



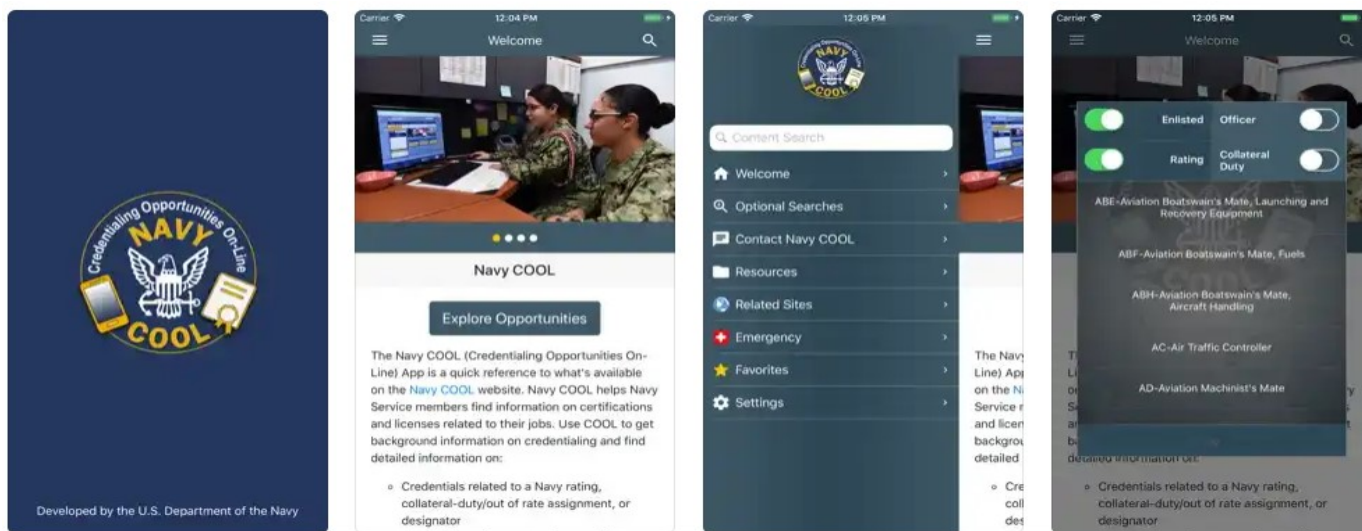
# Credentialing Programs



## 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 occupations, as well as DOL apprenticeships.

In FY 2021, Navy COOL funded over 10,000 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 120,000 downloads since FY 2017. One of the significant accomplishments of the Navy COOL team this year was the publication of the Navy Advancement Next Generation Study Planner (NGSP) tool within the Navy COOL Advancement Exam Bibliographies section for all applicable enlisted ratings. The NGSP is a spreadsheet tool that can help enlisted Sailors organize their advancement bibliography and their study goals. The NGSP is an automated tool that takes exam bibliography data and creates an individualized study plan and timeline for Sailors.



## United Services Military Apprenticeship Program (USMAP)

USMAP is the DOL sponsor for all military 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 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.

# Credentialing Programs



## MilGears

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 (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 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, held or desired credentials, career goals, and interests.

## 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 paygrade. 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 performing various rating-specific tasks in paygrade E-4 within the rating. OaRS is based on the Occupational Standards (OCCSTDs) for the rating and pay grade, sup-

ports Sailor 2025 efforts, and expands professional development opportunities. OaRS outlines requisite knowledge, 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.)

### NAVIGATOR

GO TO...

LaDR/OaRS

For individual paygrade LaDRs, select the rating from the filterable list on the right, and then select one of the radio buttons below the list and click "Next".

☒ Sort by Code
 ☐ Sort Alphabetically
 

Type text here to filter the list below

**A-PACT** - Aviation/Airman Professional Apprenticeship Career Track (PACT)

**ABE** - Aviation Boatswain's Mate - Aircraft Launch and Recovery Equipment

**ABF** - Aviation Boatswain's Mate - Fuels

**ABH** - Aviation Boatswain's Mate - Aircraft Handling

**AC** - Air Traffic Control

**AD** - Aviation Machinist's Mate

**AE** - Aviation Electrician's Mate

☒ All Paygrades
 

☐ E1
 ☐ E2
 ☐ E3
 ☐ E4
 ☐ E5
 ☐ E6
 ☐ E7
 ☐ E8
 ☐ E9

GO BACK

NEXT

[LEADER \(E-4 AND ABOVE\)](#)

[LEADER \(Dept. Head/Division Officer\)](#)

[CYBER IT/CSWF](#)

[FULL CREDENTIAL SEARCH](#)

[COLLATERAL DUTY ENLISTED](#)

[COLLATERAL DUTY OFFICER](#)

# Lifelong Learning

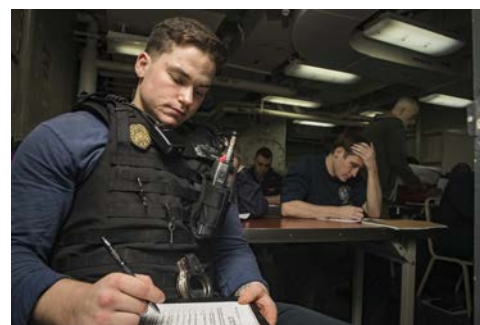
Voluntary Education (VOLED) programs include Tuition Assistance (TA) and the Navy College Program for Afloat College Education (NCPACE), which allows Sailors to complete courses while deployed on sea duty. VOLED programs empower Sailors to advance their personal development through formal education leading to a high school diploma, certificate, or an associate, bachelor's, or master's degree. Sailors seeking VOLED information may contact a counselor at the Navy College Virtual Education Center (NCVEC). In FY 2021, the NCVEC handled over 300,000 contacts in the form of live chats, help request tickets, and phone calls. The NCVEC is co-located with the MyNavy Career Center in Virginia Beach.

## Tuition Assistance (TA)

TA provides active-duty personnel, officer and enlisted, funding for course tuition costs, 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 independent study distance learning courses offered in semester hours, quarter hours, or clock hours. TA pays the educational institution's tuition and fees up front as well as 100% of the tuition costs for courses applicable to the completion of a high school diploma or equivalency certificate. 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 our commitment to professionalism, warfighting, readiness, and retention.

## NCPACE

NCPACE provides Sailors assigned to Type 2 and Type 4 sea-duty commands the opportunity to take college courses. The NCPACE DL program is thriving with over 300 self-contained courses. Eligible Sailors can take NCPACE distance learning (DL) 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, etc. 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.



Master-at-Arms Seaman Justin Williams attends a Navy College Afloat Program for College Education (NCPACE) class in a training classroom aboard the Nimitz-class aircraft carrier USS Abraham Lincoln (CVN 72).

## Advanced Education Voucher (AEV) Program

The AEV program offers advanced education opportunities and provides financial assistance to senior enlisted personnel (paygrades E-7 through E-9) to complete post-secondary, Navy-relevant degrees in designated areas of study, through off-duty education.

## Testing

The Navy's Defense Foreign Language Testing Program (DFLTP) 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 33 introductory-level college subject exams. Defense Activity for Non-Traditional Education (DANTES) Subjects Standardized Tests 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 projected to attain accreditation in the future.



Yeoman 2nd Class Nichole Miles examines a college course book inside the Chief of Naval Personnel headquarters at Naval Support Facility Arlington, Virginia.



## **American Council on Education (ACE)**

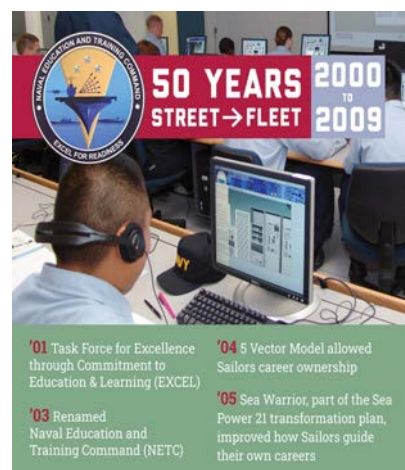
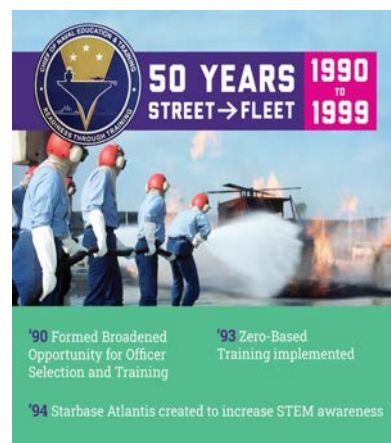
While COE offers accreditation to the institution, ACE offers college credit recommendations for individual courses, ratings, and Navy Enlisted Classifications (NEC). ACE helps Sailors, Marines, and veterans gain access to higher education through reviews of military training courses, experiences (occupations), and NECs with the goal of recommending equivalent college credits for those experiences. ACE has recommended college credits for about 1,022 NETC courses, and around 182 NETC courses were evaluated by ACE during FY 2021. 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 Sailor 2025 Ready Relevant Learning initiative.



A graduate from the Navy College Office in the Naples, Italy area receives her diploma.

# NETC 50th Anniversary

The NETC staff, along with former NETC commanders and force master chiefs, came together on July 23, 2021 to celebrate 50 years of training Sailors. Originally known as Chief of Naval Training and later renamed to Chief of Naval Education and Training (CNET), established July 21, 1971. The command was officially renamed Naval Education and Training Command on March 12, 2003. During the anniversary ceremony, Rear Adm. Garvin spoke and summarized the past 50 years as “a story of constant progress and continuous process improvement . . . striving for excellence . . . partnering with the fleet . . . building agile and adaptive teams . . . always improving upon the past and looking to the future.”







# Naval Education and Training Command

250 Dallas St. Pensacola, FL 32508

