



# Naval Education and Training Command



## Annual Report



**MyNAVYHR**  
Serving Sailors 24/7

## Commander's Welcome

I am pleased to present the Naval Education and Training Command (NETC) Force Development Fiscal Year (FY) 2020 Annual Report, highlighting the team's accomplishments for the past year, our challenges for the future, and the breadth and scope of who we are and what we do.

FY 2020 was a challenging and unique year for our enterprise, from the terrorist shooting onboard Naval Air Station Pensacola to keeping the supply chain moving during the COVID-19 pandemic, to societal discord, to natural disasters. Our exceptional team continued to meet our recruiting and training mission despite these enormous challenges.

In 1971, Naval Training Command was established in Pensacola, Florida. Over the last 50 years, we have evolved to become Naval Education and Training Command, owners and operators of the Navy's street-to-fleet process, where we transform civilians into highly skilled, combat-ready warfighters while providing the tools and opportunities for our Sailors to continuously develop and learn. In the following pages, you will read about commands across the entire Force Development domain innovating, utilizing leading edge technology, and applying the time-honored "Can-Do" Navy spirit to ensure Sailors are trained and ready to fight and win our nation's wars.

Looking ahead, we must ensure that every element of the Force Development enterprise remains agile and adaptive as we pace would-be adversaries by leveraging emerging technology and innovative concepts. Put simply, we must be BETTER, FASTER and MORE EFFECTIVE to fight and win in Great Power competition. We must continue to do our part in answering the Chief of Naval Operation's charge to accelerate Ready, Relevant Learning; build on a Culture of Excellence; transform MyNavy HR; and integrate decision science into Leadership Development. We remain an inclusive and diverse team committed to continuously improving our organization.

As you read this, our team is training nearly 32,000 Sailors at learning sites worldwide in the skills that keep our Navy the most formidable maritime force in the world.

To the Force Development team, I remain totally dedicated and unwavering in my support of you as we individually and collectively ensure mission and transformational success. I am proud to be a part of such an effective and multi-faceted team, and I am eager to share our portfolio of success with you.

With great respect,

*Rear Admiral Peter A. Garvin, United States Navy  
Commander, Naval Education and Training Command*



# FY 2020 Quick Facts Snapshot

<i>Learning Sites</i>	<i>Recruiting Stations</i>	<i>Courses</i>	<i>Students</i>
<b>249</b>  including: <ul style="list-style-type: none"> <li>▪ Continental U.S.</li> <li>▪ Hawaii</li> <li>▪ Guam</li> <li>▪ Japan</li> <li>▪ Spain</li> </ul>	<b>1,394</b>  Recruiting stations in the U.S., Puerto Rico, Guam, Italy, and Japan plus the Cyber Recruiting Team	<b>4,305</b>  including: <ul style="list-style-type: none"> <li>▪ Instructor-led</li> <li>▪ Interactive multimedia</li> <li>▪ Blended learning solutions</li> </ul>	<b>31,793</b>  Daily average students onboard including: <ul style="list-style-type: none"> <li>▪ Boot Camp</li> <li>▪ OCS/ODS</li> <li>▪ "A" Schools</li> <li>▪ "C" Schools</li> <li>▪ "F", "T", "D" Schools</li> </ul>
<i>Funds Administered</i>	<i>Facilities</i>	<i>Workforce</i>	<i>Electronic Classrooms</i>
<b>\$2.8B</b>  Including NETC Pass-thru of  <b>\$549.2M</b>	Approximately <b>22.25M</b> sq. ft. <b>Including:</b> <ul style="list-style-type: none"> <li>▪ Recruiting facilities</li> <li>▪ Dormitories</li> <li>▪ Schools</li> <li>▪ Classrooms</li> <li>▪ Galleys</li> </ul>	<b>24,354</b>  <b>Comprised of:</b> <ul style="list-style-type: none"> <li>▪ 18,569 Military</li> <li>▪ 3,974 Civilian</li> <li>▪ 1,811 Contractor</li> </ul> (11,159 instructors and 4,678 recruiters)  (Pass-thru: 2,899 personnel)	<b>21,000</b>  Physical seats in <b>2,600</b> classrooms at <b>63</b> locations



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<b>Center for Security Forces</b>	<b>32</b>
<b>Center for Service Support</b>	<b>34</b>
<b>Center for Seabees and Facilities Engineering</b>	<b>36</b>
<b>Naval Chaplaincy School and Center</b>	<b>38</b>
<b>Center for SEAL and SWCC</b>	<b>40</b>
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# 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

To remain the global leader in rapid development and delivery of effective, leading edge training for 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

### Innovation

To meet the fleet's future requirements and transform Navy training. It is essential that we employ training methods and technologies in new and innovative ways.

### Data-driven Decision Making

Through data-driven decision-making, we will improve transparency and accountability, and improve teamwork and staff engagement.

### Enhance Warfighter Readiness

By embracing and integrating emerging technology and increasing the interoperability of data, we will improve warfighter readiness.

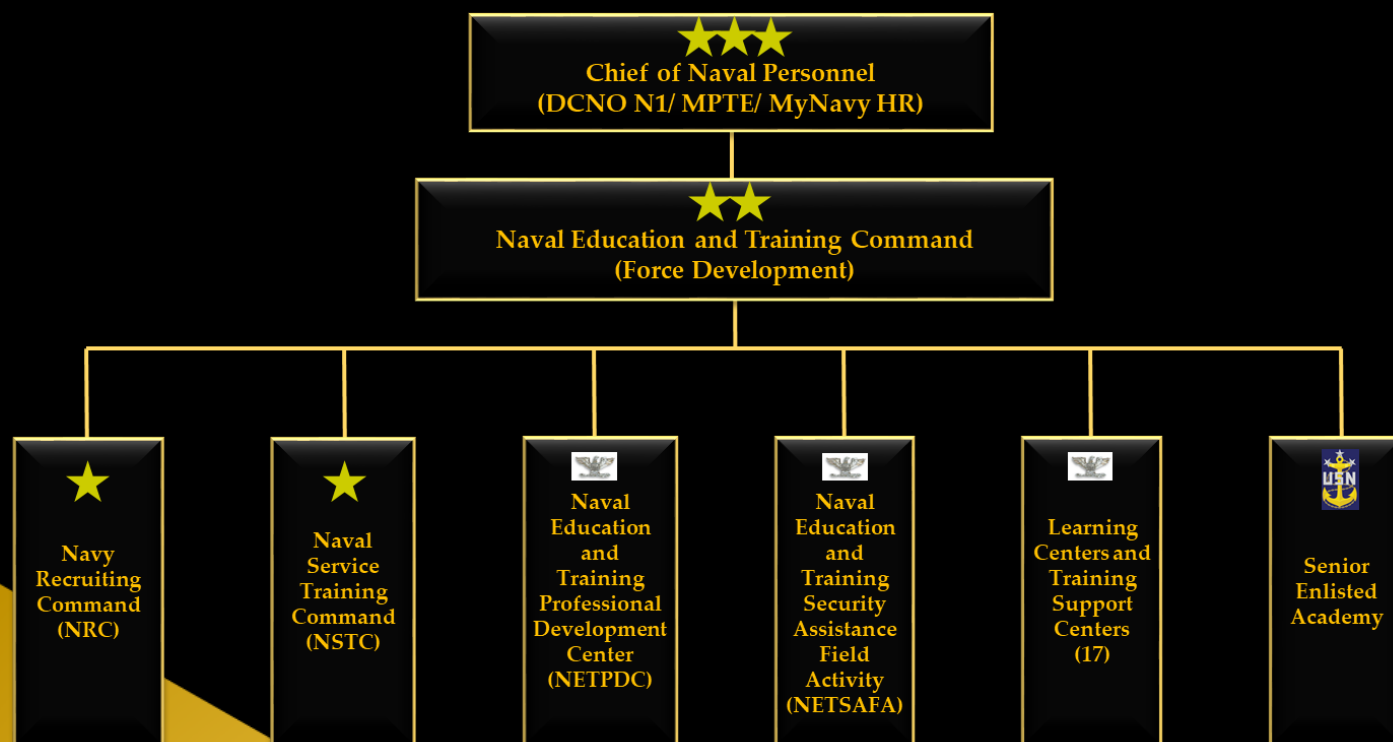
### Organizational Harmony

Ensure the efforts across the NETC domain are synchronized and align with overarching vision and mission, support higher headquarters' strategies, and are focused on mission execution.

### Build an Agile and Adaptive Team

Force Development Team will adapt through collaboration, coordination, continuous improvement and innovation.

# Force Development Organization



## HQ Elements:

NETC HQ  
NETC Millington (N3)  
NETC Norfolk (N7)  
SEA

## HQ Direct Reports:

Naval Service Training Command  
Naval Recruiting Command  
NETSAFA  
NETPDC

## Training Support Centers (TSC):

TSC—San Diego  
TSC—Great Lakes  
TSC—Hampton Roads

## NSTC Direct Reports:

Officer Training Command  
Recruit Training Command

## Learning Centers:

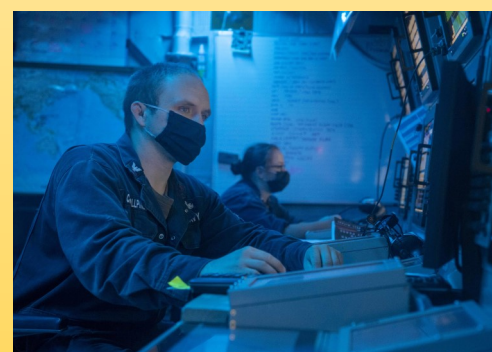
- Center for Naval Aviation Technical Training
- Center for Surface Combat Systems
- Center for Information Warfare Training
- Submarine Learning Center
- Surface Warfare Schools Command
- Center for Explosive Ordnance Disposal and Diving
- Center for Security Forces
- Center for Service Support
- Center for Seabees and Facility Engineering
- Naval Chaplaincy School and Center
- Center for SEAL and SWCC
- Engineering Duty Officer School
- Naval Aviation Schools Command
- Navy Leadership and Ethics Center

- Training and education outside of the FD Enterprise:**
- Naval War College, Naval Postgraduate School, Naval Academy
  - Medical (Officer and Enlisted)
  - Nuclear Propulsion (Officer/Enlisted)
  - Legal (Officer and Enlisted)
  - Special Warfare (Officer and Enlisted)
  - Aviation (Officer/other than NASC)



## 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!



## Naval Education and Training Command Executive Leadership



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



RDML Robert C. Nowakowski, USN  
Deputy Commander



Mr. John R. Jones  
Executive Director

## Naval Education and Training Command Executive Leadership



CAPT Clifford Collins Jr, USN  
Chief of Staff



CAPT Edward L. Heflin, USN  
Deputy for Training Operations



FORCM Matthew R. Harris, USN  
Force Master Chief



## Navy Recruiting Command (NRC)

Located 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.

For FY 2020, NRC achieved 100% of its Active Component (AC) accession mission. The Reserve Component (RC) accession mission was more challenging due to high AC retention, resulting from the COVID-19 pandemic. The RC mission fell just short of goal, achieving 97%, missing the prior service mission. NRC attained 90% of the AC Officer mission, and 78% of the RC Officer mission. NRC shipped 1,438 Officer candidates to Officer Candidate School (OCS), falling short of the target, due to a class size reduction in response to COVID-19.

COVID-19 forced NRC to reimagine the way person-to-person recruiting is done. NRC accelerated recruiting transformation initiatives and will complete its transformation 33 months earlier than planned in order to implement standardization across recruiting commands and to capitalize on digital initiatives. One of the key transformation efforts is to transition from the legacy "lifecycle" recruiting method to the 3-Discipline model where talent management can be pushed to the lowest level through recruiter functional specialization. The three disciplines in this model are Sourcing/Sales, Assessing, and Onboarding. Every applicant is delivered to each discipline in succession. Instead of encumbering a single Recruiter with the need to master all three disciplines, there will be a specialized Recruiters for each discipline to ensure that the best customer service has been delivered to the future Sailor.

In addition to implementing the 3-Discipline model and digital initiatives, NRC leveraged the Enlistment Bonus (EB) program to overcome recruiting challenges, awarding \$149M bonuses in FY 2020. This has proven to be an effective tool in recruiting ratings that are at risk for meeting recruiting targets.

NRC anticipates that COVID-19 challenges will continue into FY 2021, limiting physical events and gatherings. Therefore, utilizing new technologies and methods to pursue the Virtual Recruit is paramount. NRC plans to attend virtual career fairs with partners, use LinkedIn and Handshake to recruit virtually in schools in their geographic area. It will pilot new tools to acquire new leads such as digital ads, increasing prominence in media entities such as YouTube and Hulu. Through innovation, NRC will rise to the new challenges ahead to meet its mission.



NRC continues to employ the "Forged by the Sea" digital marketing and advertising campaign with great success in reaching the target demographic. The Forged by the Sea campaign makes authentic, relevant and compelling content featuring real Sailors. New digital tools and E-Talent teams have allowed recruiters to leverage technology and social media to accomplish NRC's mission.



# Navy Recruiting Command (NRC)

**RDML Dennis Velez**  
Commander

**RDML Robert C. Nowakowski**  
Deputy Commander

**Dr. Kevin D. Sullivan**  
Executive Director

**CMDCM Ricardo Moreya**  
Command Master Chief

## Staffing and Organization

6,610 Military Personnel (88 instructors)

593 Federal Employees

174 Contractors

7 Recruiting Districts

44 Talent Acquisitions Onboarding Centers

2 Regions

1,394 Enlisted Recruiting Stations

1 Recruiting School

## Recruitment

45,406 Sailors

3,257 Officers



Rear Adm. Carl Lahti, commandant, Naval District Washington, administers the oath of enlistment for future Sailors aboard the museum ship USS Constellation, Historic Ships in Baltimore, during the virtual Maryland Fleet Week and Airshow Baltimore.

## National Leads Funnel

6.6B Impressions

465M Engagements

390,886 Gross Leads

355,358 Program Eligible Leads

110,784 Qualified & Interested Leads

42,454 Gross New Contracts



Navy Recruiting Command's Lt. Cdr. Dominique Jackson gives a virtual presentation to students of Lassiter High School about the scholarship opportunities in the Navy.



Hull Maintenance Technician 1st Class Lawrence Deguzman conducts virtual recruiting while subscribing to COVID-19 preventive measures.

## Naval Service Training Command (NSTC)

In FY 2020, NSTC, the Quarterdeck of the Navy, produced 36,505 graduates or 98% of all new Navy enlisted and officer accessions, while adapting to the impacts of COVID-19. NSTC is responsible for the Officer Training Command (OTC), Recruit Training Command (RTC), Navy Reserve Officer Training Corps (NROTC), and the Navy Junior Reserve Officer Training Corps (NJROTC) and Navy National Defense Cadet Corps (NNDCC) programs.

RTC, located at Naval Station Great Lakes, Illinois, has, as its primary mission, the transformation of civilians into naval service professionals prepared for assignment in the Fleet. At the onset of the COVID-19 pandemic, RTC halted new arrivals at Boot Camp for a 3-week period while implementing safety and health measures to conform to Navy guidance. RTC temporarily resumed training with smaller training groups which spent two weeks in off-site restriction of movement (ROM) at local hotels. Gradually, training group size was increased to over 1,260 recruits per week, a larger number than historical averages, which enabled RTC to meet the Navy's FY 2020 accession training mission of 41,500 active and reserve accessions for the year. In the late summer, ROM was shifted to Fort McCoy, a U.S. Army facility in western Wisconsin, which resulted in significant lodging savings. To avoid civilian transportation hubs, the Navy is utilizing the Navy Air Logistics Office (NALO) flights to fly new Sailors directly from boot camp to their "A" school locations.



Recruits in formation at boot camp.

In FY 2020, OTC increased Officer Candidate School (OCS) from 12 to 13 weeks in order to add curriculum in Cyber Warfare, Conning Officer Virtual Environment simulator training, and additional time for warfighting competency training. OTC replaced the Direct Commission Officer Indoctrination Course with either the 4-week Limited Duty Officer/Chief Warrant Officer (LDO/CWO) academy or the 5-week Officer Development School (ODS). To adapt to the COVID-19 pandemic, OTC implemented smaller class sizes and shipped two LDO/CWO classes directly to the Fleet. Additionally, OTC uses online education while students are in their 14-day ROM awaiting training for OCS, ODS, and the LDO/CWO Indoctrination Course.

With 4,062 NROTC college-level scholarships at 77 host units in FY 2020, NROTC is heavily dependent on host university policies. With many schools suspending in-person coursework and conducting virtual classes in the spring, most NROTC summer training was not conducted, with limited exceptions for Naval Special Warfare and Explosive Ordnance Disposal assessment programs. In the fall, courses resumed in a combination of in-person, hybrid and fully remote programs. NROTC units were able to dynamically shift as the local situations permitted.

NJROTC is a federal program sponsored by the Navy in middle and high schools across the United States and U.S. military bases across the world, "to instill in students in secondary educational institutions the values of citizenship, service to the United States, and personal responsibility and a sense of accomplishment." In FY 2020, there were 583 high schools with 78,518 NJROTC cadets participating.

# Naval Service Training Command (NSTC)

**RDML Milton J. Sands III**  
Commander

**Dr. Donovan D. Phillips**  
Executive Director

**CMDCM (AW/SW) Richard Mengel**  
Command Master Chief

## Daily Average Onboard

7,846 Recruits

593 Officer Candidates (OCS)

118 Officers (ODS)



Students at Officer Training Command Newport, Rhode Island, learn to perform proper uniform inspections with their classmates.

## NROTC/NJROTC/NNDC

4,062 NROTC scholarships at 77 host units

81,800 NJROTC & NNDCC Cadets at 634 high schools

## Grads

34,029 Sailors

1,229 OCS

1,247 OTC

1,114 Officers, NROTC (USN and USMC)



A division of the newest and sharpest Sailors in the U.S. Navy participate in a virtual Pass-in-Review (PIR) Ceremony at Recruit Training Command (RTC).



# Naval Education and Training Professional Development Center (NETPDC)

Located in Pensacola, Florida, NETPDC designs, develops, and administers voluntary education (VOLED) programs; administers the Navy's Enlisted Advancement program through the Navy Advancement Center (NAC); and provides resources management services to assigned activities.

**Voluntary Education (VOLED):** Navy VOLED administers the off-duty voluntary education programs that include Tuition Assistance (TA), Navy College Program for Afloat College Education (NCPACE), Distance Learning (DL), and Officer and Enlisted Special Graduate-level Education programs within the Navy. Region Advisors (RAs) in the continental U.S. serve as the on-site 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.

**Navy Advancement Center (NAC):** The NAC supports the Navy process to advance enlisted Sailors to paygrades E4 through E9. 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 all candidates for advancement, the application of advancement quotas from Chief of Naval Personnel, and is the issuance authority for advancement of enlisted personnel E4 through E9.

**Resources Management Services:** NETPDC provides funds administration support, financial systems support, and acquisition and logistics support services for NETPDC, NETC Headquarters, Naval Service Training Command, and other Manpower, Personnel, Training, and Education organizations. The command provides TA program accounting and customer service support for the U.S. Sea Services. NETPDC also manages 21 NETC Navy Training Product and Service contracts with a total value of \$2.8 billion.

FY 2020 was a year of challenges, and NETPDC responded with innovation and new technologies:

- The Navy College Virtual Education Center (NCVEC) rolled out its first podcast, a communication tool that is popular with tech-savvy Sailors, especially Millennials and Centennials.
- VOLED developed communication tools such as Issue Tracker, Contact Navy College Form, Chatbot Help Request, and Facebook Help Requests. Combining NCVEC, domestic offices, self-service tools, and the wide variety of contact options allowed easy access and around-the-clock availability for Sailors, with and without Common Access Card capability.
- VOLED rolled out a new transformational Mobile Agent capability that enabled Counselors to log into the Call Management System through a government computer from home or other telework location. This resulted in counselors being able to provide services to Sailors anywhere, worldwide.

# Naval Education and Training Professional Development Center (NETPDC)

**CAPT Brett St George**  
Commander

**Mr. William Jackson**  
Executive Director

**ETNCM Gregory E. Prichard**  
Command Master Chief

## Navy Advancement Center

217,773 Advancement Exam answer sheets processed

531 Advancement sheets developed

334 Acquisitions totaling \$19.4M

218 Depot level repairable totaling \$2.3M



Chief of Naval Operations, Admiral Gilday, visits the Navy College Virtual Education Center (NCVEC) at Joint Expeditionary Base Little Creek Fort Story.

## Voluntary Education

### Navy Tuition Assistance (TA)

- TA Funds Authorized—\$72.3M
- Sailors Using TA—36,713
- Course Enrollments—100,720
- Navy College Program for Afloat College Education
  - ◇ Funds Executed — \$437,405
  - ◇ Course Enrollments—612



NETPDC Commanding Officer Capt. Brett St. George, speaks to chief petty officers attending an Advancement Examination Readiness Review (AERR) in brief onboard Saufley Field.

## Training Support

43 ACTIONS TOTALING \$33.5M



Members of an aviation ordinance man Advancement Examination Readiness Review assess references in order to develop E-4 to E-7 examinations for future advancement cycles onboard Saufley Field.

# Naval Education and Training Security Assistance Field Activity (NETSAFA)

Located in Pensacola, Florida, NETSAFA is responsible for the planning, programming, financial management, and execution of the Department of the Navy's (DON) international education and training, accomplished under the Security Cooperation Education and Training Programs (SCETP).

During FY 2020, despite constraints to travel and training due to the COVID-19 pandemic, NETSAFA supported training for 6,769 International Military Students (IMS) from 157 nations, at training sites in the U.S. and overseas. NETSAFA managed hundreds of individual Foreign Military Sales (FMS) training contracts, which define the funding and scope of training services for each partner nation. Additionally, NETSAFA executed over \$46 million in contracts for the NETSAFA International Training Center, the Saudi Arabia In-Kingdom Support, and the Medical 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 SCETP include FMS and Foreign Military Financing.

NETSAFA is the focal point between the U.S. Combatant Commands, the U.S. Security Cooperation Offices located in various countries, and DON training activities in the U.S. that educate and train military and civilian personnel from international partner nations.

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



International students attend U.S. foreign policy instruction.

Two significant events affected NETSAFA in FY 2020. The first was the December 2019 terrorist attack onboard NAS Pensacola where a self-radicalized flight student from the Kingdom of Saudi Arabia went on a shooting rampage, killing three and wounding eight U.S. personnel. This resulted in a stand-down of training for international students until the implementation of new screening and security protocols. Coming off this tragedy, the COVID-19 pandemic caused significant impacts to partner nations' maritime training programs, including a 75% reduction in international military student training in the U.S. and a 90% reduction in Mobile Team Training overseas.



# Naval Education and Training Security Assistance Field Activity (NETSAFA)

**CAPT David W. Stallworth**  
Commander

**Mr. Dave Babcock**  
Executive Director

## Training Investment

\$200M Total value of training



Battleship Park, Home to USS Alabama (BB-60)  
Mobile, Alabama - 05 September 2020

## CONUS Students

3,869 Students from  
157 Participating  
countries

## OCNUS Students

2,900 Students taught by  
116 Overseas mobile training teams



NETSAFA International Training Center  
Manpower, Personnel, & Education (MPT&E) Class  
01 September 2020



Dr. Steven Porter provides training to international  
students on Psychological Impact of  
Terrorist Attack

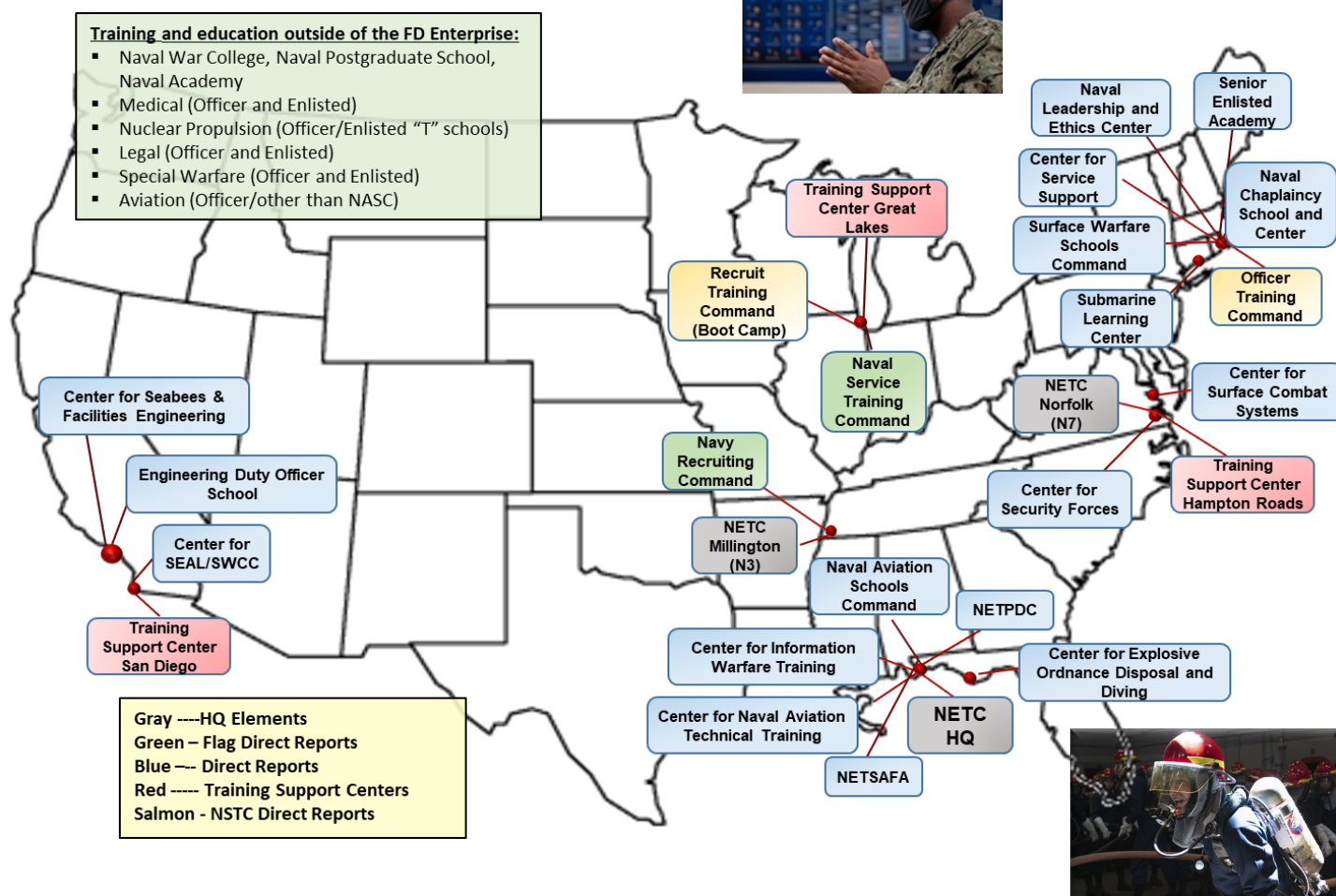
## Force Development Team - Major Commands Map



NETC's subordinate commands' headquarters are all located within the continental United States, with training and recruiting sites around the world. Two of these Echelon III subordinate commands are flag commands, the Navy Recruiting Command, headed by RDML Dennis Velez, in Millington, Tennessee, and the Naval Service Training Command, led by RDML Milton Sands III in Great Lakes, Illinois.

All new enlisted recruits "ship" to the Recruit Training Center, Great Lakes, Illinois, commonly referred to as "boot camp", for their accession training. This 8-week basic training program is the initial step to transform volunteers into Naval service professionals. It prepares Sailors for assignment in the Fleet, world-wide, or for follow-on advanced technical skill training for most graduates. After the initial accession training, Sailors move on to their initial technical training at an "A" school at one of NETC's learning centers.

Officer candidates ship to Officer Candidate School at Newport, Rhode Island, commonly referred to as "OCS". At OCS, these candidates complete 13 weeks of rigorous training and graduate with a commission as an Naval officer.



# Learning Centers and Ratings/Designators Alignment

NETC has 14 learning centers (LC) and the Senior Enlisted Academy with 249 learning sites, worldwide. Each LC is affiliated with a resource sponsor and one or more technical sponsors. The LCs are responsible for curriculum development, maintenance of courses, Rate Training Manuals, and Personnel Qualification Standards (PQS), as applicable.



Learning Center	Enlisted Ratings/Officer Designators Supported
Center for Naval Aviation Technical Training (CNATT)	ABE, ABF, ABH, AC, AD, AE, AF, AG, AM, AME, AO, AS, ATI, ATO, AWF, AWR, AWS, AWW, AWO, AV, AZ, PR, A-PACT, 13XX, 150X, 152X, 154X, 63XX, 73XX
Center for Surface Combat Systems (CSCS)	ET(SW), FC, FCA, GM, IC, MN, OS, STG, S-PACT, 1100, 611X, 612X, 616X, 618X, 711X, 712X, 716X, 718X
Center for Information Warfare Training (CIWT)	CTL, CTM, CTN, CTR, CTT, IS, IT, 171X, 18XX, 68XX, 78XX
Submarine Learning Center (SLC)	CSS, EMN(SS), ETN(SS), ETR, ETV, FT, ITS, LSS, MMA, , MMN(SS), MMN(SS)ELT, MT, STS, TM, YNS, 112X, 117X, 62XX, 72XX
Surface Warfare Schools Command (SWSC)	BM, DC, EM(SW), EN, FN-PACT, GS, GSE, GSM, HT, MM(SW), MR, QM, EMN (SW), ETN (SW), MMN(SW), MMN(SW)ELT, 111X, 113X, 116X, 613X, 620X, 713X
Center for Explosive Ordnance Disposal & Diving (CENEODDIVE)	EOD, ND, 114X, 119X, 648X, 720X
Center for Security Forces (CSF)	MA, 649X, 749X
Center for Service Support (CSS)	CS, LS, MC, MU, NC, NCCR, PS, RS, YN, 310X, 651X, 751X
Center for Seabees and Facilities Engineering (CSFE)	BU, CE, CM, EA, EO, SW, UT, 510X, 653X, 753X
Naval Chaplaincy School and Center (NCSC)	RP, 194X, 410X
Center for SEAL / SWCC (Sea Air Land / Spec Warfare Combatant Crewman)	SB, SO, 113X, 118X, 715X, 717X
Engineering Duty Officer School (EDO)	144X, 146X
Naval Leadership and Ethics Center (NLEC)	All officer designators and enlisted ratings
Senior Enlisted Academy	All enlisted ratings
Naval Aviation Schools Command	AIRR, Naval Aircrew Candidates, all ratings requiring aircrew training, Aviation Command Prospective COs and XO's, 1370, 1390, 2100

NETC also has three regional training support centers (TSC) located in Hampton Roads, Virginia, Great Lakes, Illinois, and San Diego, California. The TSCs provide centralized student management and infrastructure support to LCs and learning sites.



## Center for Naval Aviation Technical Training (CNATT)

CNATT is NETC's largest learning center, graduating over 86,000 students in FY 2020. Every enlisted Sailor and Marine preparing for a technical career in Naval aviation, attends training at one of CNATT's learning sites. Headquartered in Pensacola, Florida, CNATT has 27 learning sites throughout the continental U.S., Hawaii, and Japan.

With a staff of 2,056, CNATT is responsible for the curriculum, educational tools, training solutions, and professional development for 20 Navy enlisted ratings, as well as Airman Professional Apprentice Career Track (APACT), Aviation Maintenance Officer, Aviation Ordnance Officer, Aviation Fuels, Aircraft Launch and Recovery Equipment, Crash and Salvage, and U.S. Marine Corps Aviation Supply Officer. CNATT is also responsible for training 88 U.S. Marine Corps Military Occupational Specialties in the aviation career field.

In response to the COVID-19 pandemic, CNATT moved quickly from traditional brick-and-mortar training delivery to virtual social distance training delivery methods. CNATT continued to meet its mission to support validated fleet requirements, even during the heavily constrained COVID-19 environment.

The following are some examples of innovative and or new technologies and processes that CNATT implemented during the year:

- Alternative training delivery prototypes:
  - Completed prototype of Aviation Boatswain's Mate Handler Refresher (Amphibious) for three Forward Deployed Naval Forces to meet aviation deck certification with a follow-on pilot planned for the USS CARL VINSON.
  - Completed Video Teleconference prototype of the Aviation Corrosion Course for Air Wing personnel in Jacksonville, Florida.
  - Incorporated a virtual reality solution for Carrier Flight Deck Familiarization for APACT, ABE, and ABH Ratings providing realistic scenarios of flight deck operations.
- Aviation mishap degrader reduction initiative:
  - The Physiological Episodes Action Team identified the poor fit of flight equipment as a possible root cause analysis for physiological episodes experienced by U.S. Navy pilots.
  - Developed a Flight Gear Fit Augmented Reality prototype for Aircrew Survival Equipmentman (PR) rating apprentice-level training.
- Micro-Learning Program:
  - Produced 28 micro training videos aligned to nine Type/Model/Series platforms.
  - Rapidly designed and executed 19 performance-based courses in support of Fleet requests.
- Developed an Air Traffic Control Mobile App for apprentice students in the Air Traffic Controller (AC) rating as a key component of the AC attrition reduction initiative.

# Center for Naval Aviation Technical Training (CNATT)

**CAPT Bryant E. Hepstall**  
Commanding Officer

**Mr. Mitchell R. Allen**  
Executive Director

**CMDCM Todd E. Strebin**  
Command Master Chief

## Daily Average Onboard

5,284 Students

- Enlisted ratings: ABE, ABF, ABH, AC, AD, AE, AF, AG, AM, AME, AO, AS, ATI, ATO, AWF, AWR, AWS, AWV, AWO, AV, AZ, PR, and A-PACT
- Officer designators: 13XX, 150X, 152X, 154X, 63XX, and 73XX
- U.S. Marine Corps, U.S. Army, U.S. Coast Guard, U.S. Merchant Marine, civilians and foreign military

1,615 Instructors

## Grads/Courses/Locations

86,251 Course Graduates

506 Courses

969 Course offerings

27 Locations

## Sponsors

Resources: OPNAV (N2/N6, N4, N95, N98), SPAWAR, NAVSEA, ASL-1, CNATRA, and Joint Program Office

Technical Guidance:

- Naval Air Forces
- Marine Corps Training and Education Command



Chief Petty Officer Kimber Dominguez Shore  
Sailor of the Year pinning.



2M students preparing the CCA for a replacement eyelet during 2M Pipeline Course.

## Center for Surface Combat Systems (CSCS)

CSCS headquarters, located in Dahlgren, Virginia, oversees 24 learning sites and detachments throughout the continental United States, Hawaii, Spain, and Japan. CSCS employs almost 2,000 professional instructors who trained 33,342 U.S. military, U.S. civilian, and international military personnel during FY 2020.

CSCS prepares Sailors in eight enlisted ratings and the Surface Professional Apprenticeship Career Track for their shipboard assignment, which involves the operation, maintenance, and tactical employment of sensors, weapons, communications, combat systems, and deck equipment.

CSCS provides platform, baseline, and billet-specific maritime warfare training to officers assigned to surface ships. Each training pipeline is tailored to the officer's next operational assignment and delivered in conjunction with their Permanent Change of Station (PCS) orders.

CSCS delivers waterfront training aboard commissioned ships in all Navy homeports through the Advanced Warfighting Training (AWT) series. AWT Phase I, Ship Assessment and Groom Training, focuses on technicians and operators to ensure equipment is operational and Sailors can reliably place systems into training or operations. AWT Phase II concentrates on individual watchstanders and their proficiency in equipment or console operations and detect-to-engage sequences. AWT Phase III builds the watchstanders into a watchteam so that ships are ready to succeed in basic phase certifications with the Afloat Training Group. For pre-commissioning units, CSCS conducts Combat Information Center Team training late in the construction period as a foundation for sea trials and acceptance testing.

In FY 2020, the COVID-19 pandemic challenged CSCS to look at its current practices and overcome the hurdles imposed by the pandemic's restrictions by "sending" the instructor to the classroom virtually, instead of physically. Through teamwork, adaptability, and innovative solutions, CSCS modified vital training curriculum which improved combat readiness:

- Delivered training on Computer-Aided Dead Reckoning Tracer from San Diego, California, to students in Yokosuka, Japan, and a Tactical Tomahawk Weapons System Engineering course from Dam Neck, Virginia, to students in Pearl Harbor, Hawaii, utilizing the appropriate classification teleconferencing capability and local assets.
- The Mine Warfare Training Center (MWTC) concluded its first mobile training team event in the U.S. 7th Fleet area aboard four forward deployed ships, using equipment aboard the ships, including combat information centers, for hands-on training. By conducting the classes, MWTC prevented 420 mandays of quarantine for waterfront Sailors, and also it allowed the training of more Fleet Sailors than would have occurred if conducted in San Diego.
- CSCS Unit Dam Neck relocated Ship Self Defense System (SSDS) training from the AEGIS Training and Readiness Center, to Dam Neck, Virginia. Effective in FY 2020, all SSDS ships' tactical action officers, as well as prospective executive and commanding officers commenced SSDS training as part of their PCS orders in major Fleet concentration areas.



# Center for Surface Combat Systems (CSCS)

**CAPT Dave Stoner**  
Commanding Officer

**Mr. Brian Deters**  
Executive Director

**CMDCM Steve Cosgrove**  
Command Master Chief

## Daily Average Onboard

4,202 Students

- Enlisted ratings: ET(SW), FC, FCA, GM, IC, MN, OS, STG, and S-PACT
- Officer designators: 1100, 611X, 612X, 616X, 618X, 711X, 712X, 716X, and 718X
- U.S. Marine Corps, U.S. Army, U.S. Coast Guard, U.S. Merchant Marine, U.S. Air Force, civilians and foreign military

1,988 Instructors

## Grads/Courses/Locations

33,342 Course Graduates

538 Courses

990 Course Offerings

14 Locations

## Sponsors

Resources: OPNAV N96

Technical Guidance:

- Naval Sea Systems Command



Lt. Aaron Van Driessche, pilots the US Navy's virtual combat curriculum with Sailors aboard USS Paul Hamilton (DDG 60) inside the newly launched portable simulator, the On Demand Trainer.

## Center for Information Warfare Training (CIWT)

On an average day in FY 2020, over 3,700 students made their way to one of more than 385 courses taught at the CIWT domain's 25 learning sites, in the continental U.S., Hawaii, and Japan. Charged with developing the future technical cadre of the Navy's Information Warfare (IW) community, CIWT delivers Navy and joint training to students from the U.S. armed forces in the cryptology, information technology, electronic warfare, cyber, and intelligence fields.



Sailors attending courses at Corry Station, Pensacola, Florida, march in formation.

CIWT's greatest challenge is developing curriculum that keeps pace with rapid technological advances, the development of new Fleet 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.

CIWT continued to deploy the Block Learning component of the Ready Relevant Learning (RRL) initiative for the Information Systems Technician (IT) rating "A" school. Block 1 is designed to be the final stage of the entry-level training delivered under a transformed training construct of the RRL pillar of Sailor 2025. Under this new construct, ITs will return to Corry Station to attend this course after serving between 18 to 24 months at their first operational command. ITs will then be awarded the 745A Navy Enlisted Classification Code (NEC) and will return to their command for duty assignments with increased qualifications.

Efforts to modernize the Cryptologic Technician (collection) (CTR) rating training included the creation of both the CTR Communications Signals Collection course and Communications Signals Analysis course as part of the effort to meet National Security Agency and Cryptologic Training Council requirements. This is estimated to save the Navy approximately \$11.7 million in curriculum development costs. Further, the shift to the science of learning within Fleet cryptologic operations courses from knowledge-based to hands-on skills-based will improve the individual Sailor's depth of learning and performance capability upon reaching the Fleet.

A noteworthy initiative in the area of innovation is CIWT's future employment of the Multipurpose Reconfigurable Training System-3D (MRTS-3D). MRTS 3D® is being developed to enhance maintenance and operator training on the AN/SLQ-32(V)6 shipboard electronic warfare suite, currently the primary electronic warfare system in use by U.S. Navy ships. MRTS 3D® is Block Learning and RRL compliant, leveraging innovative training delivery technology supporting the RRL continuum and will allow critical AN/SLQ-32(V)6 system training to meet the Fleet's demand signal for this skillset.

The Intelligence Specialist (IS) rating "A" and "C" schools continued modernization efforts within the RRL and Block Learning initiatives, through CIWT's "IS 2025" curriculum. After the implementation of the modified training, new accession Sailors will be awarded an NEC directly after the enhanced "A" school training, thus getting them to the Fleet sooner, and saving an estimated \$3.8 million annually. Furthermore, with the consolidation of several NECs, Sailors will be better prepared to function at a higher level of competence.

# Center for Information Warfare Training (CIWT)

**CAPT Marc Ratkus**  
Commanding Officer

**Mr. Jim Hagy**  
Executive Director

**CMDCM Francisco Vargas**  
Command Master Chief

## Daily Average Onboard

3,756 Students

- Enlisted ratings: CTI, CTM, CTN, CTR, CTT, IS, and IT
- Officer designators: 171X, 18XX, 68XX, and 78XX
- U.S. Marine Corps, U.S. Army, U.S. Coast Guard, U.S. Merchant Marine, civilians and foreign military

875 Instructors

## Grads/Courses/Locations

15,614 Course Graduates

225 Courses

388 Course Offerings

19 Locations

## Sponsors

Resources: OPNAV N2/N6  
Information Warfare

Technical Guidance:

- Naval Information Forces



An instructor attached to Information Warfare Training Command Corry Station, gives a Multipurpose Reconfigurable Training System 3D® technology training demonstration to Rear Adm. Pete Garvin, commander, Naval Education and Training Command (NETC) along with NETC Force Master Chief Matthew Harris.



## Submarine Learning Center (SLC)

SLC, headquartered in Groton, Connecticut, prepares undersea warfighters by providing and maintaining the highest quality instructors, curriculum, and training facilities at 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 2020, 1,859 military, civilian, and international students were in training at SLC.

The majority of 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.

Switching from traditional classroom instruction to a more modernized, interactive training approach, SLC collaborated with the Naval Sea Systems Command to develop the non-motion Virginia Class Submarine Ship Control Operator Trainer (VSCOT). This modernized, innovative learning-centered technology enhances submarine warriors' combat warfighting readiness skills. The non-motion VSCOT is a low-cost, portable trainer, which provides key training requirements that submarine crews are required to complete. The non-motion VSCOT uses modernized simulation technology that provides hands-on learning to supplement the full-motion VSCOT. The ship control station features interaction using touch panel display, along with a limited number of hardware controls. The ship control station's joystick enables Sailors to control the bow planes, stern planes and rudder to control the ship's direction. It allows Sailors to perform normal ship control procedures as well as casualty procedures. This is fly-by-wire technology that utilizes commercial off-the-shelf hardware components, a commercial operating system, and the latest miniaturized processor technology.

In FY 2020, SLC formally broke ground on a new SLC training facility, onboard Portsmouth Naval Ship Yard (PNSY), Kittery, Maine. This modernized, innovative training facility will enhance submarine warriors' combat warfighting readiness skills. In the past, students had to travel from PNSY to Naval Submarine School Groton, Connecticut, a one-way trip of 320 miles, to train as individuals and teams. The new training facility will provide significant travel fund savings.

SLC provides training to the following enlisted ratings: Culinary Specialist Submarine, Electrician's Mate (Nuclear), Electrician's Mate (Nuclear), Electronics Technician (Nuclear), Electronics Technician Navigation, Electronics Technician Communications, Fire Control Technician, Information Systems Technician (Submarine), Logistics Specialist (Submarine), Machinist's Mate Auxiliary, Machinist's Mate (Nuclear), Machinist's Mate (Nuclear), Missile Technician (MT), Sonar Technician (Submarine), Torpedoman's Mate, Yeoman (Submarine). Submarine Learning Center and its learning sites are accredited by the Council on Occupational Education .



Sailors train on the Virginia Class Submarine Ship Control Operator Trainer VSCOT non-motion station

# Submarine Learning Center (SLC)

**CAPT Jack Houdeshell**  
Commanding Officer

**Mr. Jonathan Houser**  
Executive Director

**CMDCM Eric Murphy**  
Command Master Chief

## Daily Average Onboard

1,859 Students

- Enlisted ratings: CSS, EMN(SS), ETN(SS), ETR, ETV, FT, ITS, LSS, MMA, , MMN(SS), MMN (SS)ELT, MT, STS, TM, and YNS
- Officer designators: 112X, 117X, 62XX, and 72XX

566 Instructors

## Grads/Courses/Locations

23,751 Course Graduates

287 Courses

790 Course Offerings

7 Locations

## Sponsors

Resources: OPNAV N97

Technical Guidance:

- Naval Sea Systems Command



U.S. Navy Ensign John Herold dons a self-contained breathing apparatus mask during the Team Firefighting Trainer course.



U.S. Navy Seaman Recruit Dylan Sanders practices the proper technique for making soft patch repairs using marlinspike during the Basic Submarine Damage Control course .

## Surface Warfare Schools Command (SWSC)

Headquartered in Newport, Rhode Island, SWSC has 17 learning sites in the continental U.S., Hawaii, Japan, and Fleet support detachments for forward deployed forces in Spain and Bahrain. With over 950 instructors, SWSC maintains an average daily student population of almost 2,600. SWSC prepares U.S. Navy Officer, Enlisted, civilian personnel, and international military personnel to serve in a wide variety of challenging billets at sea.

SWSC's largest learning site, SWSC Unit Great Lakes, offers the Navy's only apprentice training track for accession surface engineers and provides accession surface navigation training for the Quartermaster rating. At the learning sites in the Fleet concentration areas, SWSC provides engineering, damage control, firefighting, and navigation training. In Newport, Rhode Island, and at the Basic Division Officer Courses (BDOC) in San Diego, California, and Norfolk, Virginia, SWSC instructs officers in leadership, management, navigation, seamanship, ship handling, engineering, and maritime warfighting.

During FY 2020, SWSC implemented the Maritime Skills Training Centers, Atlantic and Pacific, which support the development of Sailors' navigation and ship-handling skills throughout the Fleet. The new Surface Warfare Officer Combat Information Center Watch Officer (CICWO)/Officer of the Deck, and Ship's Control and Navigation Personnel Qualification Standard were posted on the MyNavy Portal and include items added for bridge watchstanders (positioning, navigation and timing), CICWO qualification (navigation, communications, and other core skills), Ship's Control and Navigation, and Repair Party Leader.

SWSC has taken steps to protect students and staff against COVID-19 while maintaining effective training and mission readiness for the Fleet.

- The Junior Officer of the Deck Shiphandling courses have transitioned classroom lectures to virtual presentations in order to support an increased physical distancing environment. Running the needed simulator scenarios to hone the level of knowledge gained in the virtual environment remains a key part of the course.
- Conning Officer Virtual Environment is an integral part of all shiphandling simulation programs at SWSC, and it remains so in the COVID-19 environment, with some modifications.
- The BDOC course, with schoolhouses in Norfolk, Virginia, and San Diego, California, also instituted adjustments to continue training while meeting the COVID protocols.
- The Littoral Combat Ship Officer of the Deck course continued to operate at 100% capability. The graduates are trained to drive waterjet ships, get a warship underway without tugs, and manage a forty-plus knot transit in a variety of conditions. The students gain confidence after successfully completing 100 hours of learning in the simulator and will take their newly honed skills to their ships and immediately make a difference on the bridge.
- For the SWSC HQ team, three Distance Learning Labs were created for staff use. Staff have access to one of the two approved Distance Learning programs. This new innovation greatly aids remote and virtual teaching.



# Surface Warfare Schools Command (SWSC)

**CAPT Christopher D. Alexander**  
Commanding Officer

**Mr. Richard S. Callas**  
Executive Director

**CMDCM Jeremy E. Douglas**  
Command Master Chief

## Daily Average Onboard

2,578 Students

- Enlisted ratings: BM, DC, EM (SW), EN, FN-PACT, GS, GSE, GSM, HT, MM(SW), MR, QM, EMN (SW), ETN (SW), MMN (SW), and MMN(SW)ELT
- Officer designators: 111X, 113X, 116X, 613X, 620X, and 713X
- 956 Instructors

## Grads/Courses/Locations

63,489 Course Graduates

218 Courses

498 Course Offerings

18 Locations

## Sponsors

Resources: OPNAV N96

Technical Guidance:

- Naval Sea Systems Command



QMSR Gutierrez works in the plotting lab located at QM "A" School, Great Lakes.



SWSC firefighting training teams flew to FDNF-E to support USS ROOSEVELT (DDG 80) and USS ROSS (DDG 71) Sailors.

## Center for Explosive Ordnance Disposal and Diving (CEODD)

Headquartered in Panama City, Florida, CEODD graduated over 1,800 divers and EOD technicians from all five branches of the U.S. military plus foreign military personnel in FY 2020.

CEODD provides oversight and control of the career progression of Navy EOD technicians and divers. CEODD also assures that requisite competency levels for all EOD and diving personnel are maintained, providing lifelong learning opportunities in areas of both personal and professional development across its three primary learning sites: CEODD Great Lakes, Illinois; Naval School Explosive Ordnance Disposal (NAVSCOLEOD), Eglin AFB, Florida; and Naval Diving and Salvage Training Center (NDSTC), Panama City, Florida.

NAVSCOLEOD represents the sole activity within the DoD responsible for training and qualifying basic EOD Technicians. The school is jointly-staffed with Army, Marine Corps, Navy, and Air Force instructors. It provides specialized EOD training to officer and enlisted personnel of the U.S. armed services, foreign military, and select civilian personnel in the best methods and procedures for the recovery, evaluation, rendering safe, and disposal of ordnance, surface and underwater, conventional and nuclear, employed worldwide.



NAVSCOLEOD student practices employing the MK 1 Remote Wrench.

NDSTC is the largest diving training facility in the world, training over 1,200 students annually in over 23 courses. 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, other U.S. government agencies, and students from allied and coalition nations also train at NDSTC.

Driven by innovation:

- NAVSCOLEOD's Air Ordnance and Advanced Improvised Explosive Device Disposal (AIEDD) Divisions have improved on Additive Manufacturing capabilities utilizing 3D printers for manufacturing training aids, explosive tools, and conducting rapid prototype development.
- NDSTC has taken deliberate action to align with Ready Relevant Learning lines of effort. The MK-16 underwater breathing apparatus simulator parallels the Modern Delivery Point of Need line of effort by providing accessible content outside of the classroom and immersive emergency procedures simulation that previously could only be achieved in water.
- NAVSCOLEOD has been approved to implement a Small Unmanned Aircraft System program, which will allow the incorporation of this emerging technology into the AIEDD curriculum.
- In response to COVID-19 travel restrictions and to limit potential exposure opportunities, multiple graduating CEODD classes were transported, in caravan style, from Great Lakes, Illinois, to Panama City Beach, Florida, before commencing accession dive training.

# Center for Explosive Ordnance Disposal and Diving (CEODD)

**CAPT Keith B. Dowling**  
Commanding Officer

**Mr. George R. Delano**  
Executive Director

**CMDCM (DWS) Stephen D. Zentz**  
Command Master Chief

## Daily Average Onboard

780 Students

- Enlisted ratings: EOD and ND
- Officer designators: 114X, 119X, 648X, and 720X
- U.S. Army, U.S. Air Force, U.S. Marine Corps, U.S. Coast Guard and foreign military

185 Instructors

## Grads/Courses/Locations

1,848 Course Graduates

36 Courses

36 Course Offerings

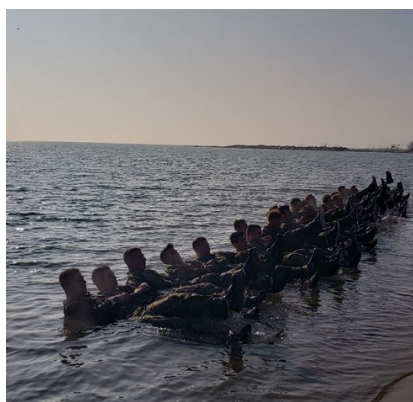
7 Locations

## Sponsors

Resources: OPNAV N95

Technical Guidance:

- Navy Expeditionary Combat Command



CEODD GL PAC Students conduct water-based physical training.



NAVDIVSALVTRACEN Beta Testing of the MK-16 underwater breathing apparatus simulator.



## Center for Security Forces (CSF)

Headquartered in Norfolk, Virginia, CSF operates 15 training sites in the continental U.S., Hawaii, and Japan. CSF delivers classroom and high-risk dynamic training in the areas of Antiterrorism (AT), Navy Security Force Fundamentals, Code of Conduct/ Survival, Evasion, Resistance, and Escape (SERE), Expeditionary Warfare (EXW), Crew Served Weapons, Visit-Board-Search and Seizure (VBSS) Crew, Security Limited Duty Officer, Security Warrant Officer and accession training for the Master-at-Arms (MA) rating.

The Center's anti-terrorism force protection (ATFP) training prepares Naval security forces to meet the challenges of ATFP by providing the necessary tools, references, and resources, and through practical "hands-on" training. EXW training provides basic and specialized combat skills to support rapidly deployable and agile expeditionary forces, made up of active duty and reserve mission specialists, including warfare commanders, in support of maritime security operations around the globe. In the Code of Conduct category, CSF provides "C" school training to select high risk-of-capture personnel, imparting the necessary knowledge, skill sets, and methods of survival for evading enemy capture, resisting exploitation if captured, and escape from captivity, if possible, to return home with honor.



Sailors form a tactical team to engage a mock threat during a practical exercise at CSF Detachment Chesapeake.

FY 2020 presented CSF with unique major challenges. In response to the global COVID-19 pandemic, CSF leadership rapidly implemented all policies and procedures directed by higher authorities. Due to health risk concerns at the onset of the pandemic, several course convening's were suspended, and once appropriate mitigations were developed and put in place, training resumed at reduced capacity to ensure proper social distancing and other risk-mitigations. By June, CSF resumed all AT courses per the original schedule. By July, SERE training returned to full capacity at Detachment Kittery, New Hampshire, and half-capacity at Detachment North Island, California, in keeping with the required 14-day restriction of movement protocol. Overall, despite the major challenges brought about by the ongoing pandemic, CSF continued to deliver quality, high-caliber training to meet the requirement of the readiness requirements of the Fleet.

CSF continued to employ innovations to its training to benefit and affect Fleet readiness through Ready Relevant and High-Velocity Learning. For example, a pilot for the new MA "A" School that fundamentally changed all components of the course, launched in June. The curriculum includes a hybrid of Security Reaction Force Basic and Advanced courses, Active Shooter Response, advanced First Aid, and various elements of law enforcement training. The new course expands the focus on threat determination and response, which aligns with Fleet expectations. CSF successfully launched its newly relocated Naval Corrections Specialist course that now provides students with authentic realistic hands-on training. In partnership with the Naval Consolidated Brig Chesapeake, Virginia, CSF is using an entire cellblock that can house up to 40 prisoners. This advantage in training provides the Fleet with a more qualified Sailor at a higher level of confidence after having gained the experience of working in an actual brig environment.

# Center for Security Forces (CSF)

**CAPT John H. Ferguson**  
Commanding Officer

**Mr. Larry A. McFarland**  
Executive Director

**CMDCM Ryan W. Murray**  
Command Master Chief

## Daily Average Onboard

898 Students

- Enlisted ratings: MA
- Officer designators: 649X and 749X
- U.S. Army, U.S. Air Force, U.S. Marine Corps, U.S. Coast Guard, civilians and foreign military

651 Instructors

## Grads/Courses/ Locations

13,168 Course Graduates

52 Courses

85 Course Offerings

15 Locations

## Sponsors

Resources: OPNAV N95

Technical Guidance:

- Navy Expeditionary Combat Command (NECC)



Security trainers at Center for Security Forces Detachment Pearl Harbor brief students on tactical team movements, as part of the Security Reaction Force – Advanced course.



Sailors role-play as they learn how to conduct a proper search of a prisoner, as part of the Navy's new Corrections Specialist Course.

## Center for Service Support (CSS)

Established in 2003 and headquartered in Newport, Rhode Island, CSS has a staff of over 233 professional instructors and educators operating from 18 sites in the U.S., Italy, and Japan.

CSS is an institution of learning excellence, providing Sailors the necessary professional skills, knowledge, and education to support the Fleet's warfighting mission in the fields of Naval Administration, Command Support Program Management, Logistics, Maintenance Coordination, Media, and Security Management. CSS subordinate commands include the Naval School of Music, Navy Service Support Advanced Training Command (NSSATC), Naval Technical Training Center Meridian, Mississippi, and the Navy Supply Corps School.

CSS also develops and delivers General Skills Training. This training builds personal and professional growth and development. In FY 2020, CSS began instructing the Warrior Toughness course to Sailors throughout the Fleet. CSS develops content and hosts the Navy's General Military Training on MyNavy Portal and other Navy eLearning websites.

CSS is also responsible for the Navy's Human Resources (HR) Center of Excellence, which trains all HR officers for the Navy.

COVID-19 presented CSS with significant unforeseen challenges. In order to maintain student throughput and minimize impacts to training, CSS and its learning sites held daily COVID-19 meetings to share information and to insure that all sites were following NETC COVID-19 protocols. CSS instituted restriction of movement between courses, an emphasis on wearing of masks, personal hygiene, and maintaining social distancing.

In order to meet Fleet requirements, multiple CSS sites launched online courses to maintain little-to-no training delays for students. Additionally, both the Musician and Mass Communication Specialist's Rate Training Manuals (RTMs) have been converted to a mobile application format, with RTMs for other ratings to follow in FY 2021.

Finally, NSSATC hosted the Command Managed Equal Opportunity course virtually, to a Fleet-wide audience, greatly increasing course capabilities while significantly decreasing training travel costs.



Logistics Specialist 3rd Class Angel Anaya of Strike Fighter Squadron (VFA) 115, scans incoming mail in the hangar bay of the USS Ronald Reagan (CVN 76).



Retail Services Specialist 3rd Class Jake Iacoviello, cuts a Sailor's hair in the barbershop of the USS Ronald Reagan (CVN 76).



Naval School of Music Basic Course graduates pose for a class photograph after their graduation ceremony.



# Center for Service Support (CSS)

**CAPT Milton W. Troy, III**  
Commanding Officer

**Mr. Patrick McLean**  
Executive Director

**MUCS Gresh Laing**  
Command Master Chief

## Daily Average Onboard

1,527 Students

- Enlisted ratings: CS, LS, MC, MU, NC, NCCR, PS, RS, and YN
- Officer designators: 310X, 651X, and 751X
- U.S. Marine Corps, civilians and foreign military

233 Instructors

## Grads/Courses/Locations

44,506 Course Graduates

90 Courses

186 Course Offerings

18 Locations

## Sponsors

Resources: OPNAV N1

Technical Guidance:

- MyNavy HR



Retail Services Specialist (RS) 1st Class Ryan Brannan, provides instruction to students on safe washing machine operations during the newly-redesigned course at Naval Technical Training Center Meridian.



Musician 2nd Class Carl J. Schulte, a Unit Leader Course student, performs during a popular music group capstone at the Naval School of Music.

## Center for Seabees and Facilities Engineering (CSFE)

Located at Port Hueneme, California, CSFE designs, delivers, evaluates, and maintains construction, facilities engineering, environmental, and character development training, that enhances warfighting lethality and leadership capabilities in expeditionary construction and facilities management for professionals in the naval facilities, engineering, and construction fields. On an average day in FY 2020, at CSFE and its six training sites, a staff of 238 instructors trained and developed over 900 students. Four of CSFE's training sites are Inter-service Training Review Organization partner sites where multiple services are trained on the same skillsets.

CSFE expedited its "Infusion into Technology" initiative due to the COVID-19 travel and quarantine procedures. This initiative integrated various synchronous and asynchronous training and content delivery tools. CSFE initiated a plan to leverage a defense education and training satellite network in order to be able to deliver training worldwide, via a local broadcast studio. When fully implemented, this initiative will allow a more agile learning site, reducing student and instructor travel for many courses and creating a venue for global point-of-need training.



Seabees assigned to U.S. Naval Mobile Construction Battalion (NMCB) 3 place concrete at a construction site in Diego Garcia.

Sailors in the seven Seabee ratings can now download the Naval Construction Force's new Seabee Rate Training Manuals (RTM) application and study on-the-go, wherever they are in the world. They can download RTMs in pdf format, answer and score review questions, and have completed courses entered directly into their Electronic Training Jacket by entering their Department of Defense Identification Number. Sailors can access the application without a Common Access Card, and once in, can review course summaries, illustrations, glossaries, bookmarked content, set calendar reminders, find contact information for support, and send questions or comments to rating program managers, using the in-app feedback form.

CSFE learning sites fully embraced the "CAN DO" spirit of the Seabees by finding creative ways to continue to train accession-level Sailors and keep up morale while mitigating COVID-19 risk. Many of the technology initiatives already in progress enabled CSFE's learning sites to avoid or reduce the cancellation of mission essential training. While forced to cancel 109 course offerings, CSFE's learning sites shifted 53 courses to a distance learning model in order to continue the training mission.

Naval Civil Engineer Corps Officers School (CECOS) courses leveraged NETC's Moodle sandbox, along with webinar and teleconferencing capabilities, to respond rapidly to COVID-19 travel restrictions. CECOS also successfully developed and executed distance learning for the Economic Analysis, Public Works Department Intermediate, and Military Construction Programming and Budgeting courses. CSFE initiated a prototype Instructional Performance Requirements Document for technical training. This will evaluate, mitigate, and eliminate constraints, and work toward a preferred method for conversion of all CSFE technical training to fully incorporate Moodle and the Ready, Relevant Learning Information Systems Technician Roadmap.

# Center for Seabees and Facilities Engineering (CSFE)

**CAPT Christopher M. Kurgan**  
Commanding Officer

**Mr. David G. Lu**  
Executive Director

**CMDCM(SCW) Frederick J. Martinez**  
Command Master Chief

## Daily Average Onboard

944 Students

- Enlisted ratings: BU, CE, CM, EA, EO, SW, and UT
- Officer designators: 510X, 653X, and 753X
- U.S. Army, U.S. Air Force, U.S. Coast Guard and civilians

238 Instructors

## Grads/Courses/Locations

12,226 Course Graduates

143 Courses

210 Course Offerings

6 Locations

## Sponsors

Resources: OPNAV N95/N45

Technical Guidance:

- Navy Expeditionary Combat Command
- Naval Facilities Engineering Command



Civil Engineer Corps Officers School (CECOS) Basic Qualification Course students Ensign Natalie Morales and Ensign Kyle Carmody practice surveying an area for a potential alternative supply route and bridge in preparation for a five-day field training exercise.



## Naval Chaplaincy School and Center (NCSC)

NCSC is headquartered at Newport, Rhode Island, with an additional learning site in Meridian, Mississippi. NCSC serves as the quarterdeck for accession, intermediate, and advanced training for Chaplains and enlisted Religious Program Specialists (RP). Navy Chaplains trained at NCSC go on to assignments in one of the three sea services, either the U.S. Navy, U.S. Marine Corps, or U.S. Coast Guard.

COVID-19 occupied a significant level of the NCSC focus during FY 2020. However, training at all levels was delivered without any interruption to the commitment to professional excellence. All courses at NCSC have an in-resident portion of training. Due to COVID-19 constraints, the Senior Leadership Course (SLC), Advanced Leadership Course (ALC), Intermediate Leadership Course (ILC), and the Religious Program Specialist Managers Course (RPMC) successfully migrated the resident training portions to a virtual training platform. The Basic Leadership Course (BLC) and RP “A” school remained face-to-face as they are accessions-level courses for new Chaplains and RPs. Quarantine was required for the BLC and RP “A” school students who attended the courses in-person at Naval Chaplaincy School and Center in Newport and Meridian, respectively.



Intermediate Leadership Course (ILC) students complete their virtual “in-resident” two week course.

Prior to COVID-19, ILC, ALC, and RPMC conducted 6 weeks of distance learning and two weeks of in-resident training. NCSC was able to successfully convert the in-residence portion to a virtual delivery. In locations with a limited Wi-Fi connection, instructors creatively pivoted to facilitate multiple panel discussions with senior officer Chaplains, Naval War College faculty, ships’ commanding officers, and Navy air squadron leadership triads using an amplified speaker phone to a classroom filled with distanced and masked students.

The use of the virtual platform has allowed training to continue and encouraged NCSC to flex new virtual muscle by applying new technologies for delivery and engagement methods. The course content which is used to train and prepare our Chaplains and RPs has remained consistent. While some of the elements of face-to-face interaction, which fosters collegiality, camaraderie, and opportunities for mentorship cannot be replicated virtually, investing in and building capability in leaders for their next mantle of leadership continues in the new virtual spaces.

Beyond the local training of Chaplains and RPs, NCSC hosts the Professional Development Training Course (PDTC). This is an annual conference that is delivered to all of the Fleet concentrations in order to strengthen the Chaplain Corps and RP rating. Annually, over 900 Chaplains and RPs from the active duty and reserve components traveled to one of twelve sites to receive training. FY 2020’s course topic was “Advisement and the Commander’s Decision Cycle.” The first iteration of this PDTC training was delivered live and in-person in February. However, due to a spike in COVID-19 infections, NCSC reengineered the training curriculum in order to deliver the conference to the Fleet in a virtual format, resulting in a significant savings in travel expenses while still providing the conference to a wide audience of chaplains.

# Naval Chaplaincy School and Center (NCSC)

**CAPT Cary Cash**  
Commanding Officer

**CDR James Dance**  
Executive Officer

**RPCS Bryan Bravo**  
Senior Enlisted Advisor

## Daily Average Onboard

57 Students

- Enlisted rating: RP
- Officer designators: 1945 and 410X

11 Instructors

## Grads/Courses/Locations

965 Course Graduates

22 Courses

24 Course Offerings

2 Locations

## Sponsors

Resources: OPNAV N1/097

Technical Guidance:

- Navy Chief of Chaplains



Basic Leadership Course (BLC) students prepare for a ruck march during the RMTEX field portion of training.



RP "A" School students participate in a worship lab, learning to identify ecclesiastical items and setup of worship services.

## Center for Sea, Air & Land (SEAL) and Special Warfare Combatant-craft Crewman (SWCC) (CENSEALSWCC)

CENSEALSWCC, located in San Diego, California, develops the Naval Special Warfare's (NSW) flagship weapon system and capital resource – its People – to be the best U.S. Special Operations Forces (SOF) leaders. This is accomplished by delivering a career-long continuum of NSW leadership courses, counseling personnel on advanced and voluntary education opportunities, and advising NSW personnel on career management and advancement issues.

CENSEALSWCC delivers Ready Relevant Learning by leveraging expertise from senior SEAL and SWCC personnel, Naval Postgraduate School, leading academic institutions, other government agencies, and former SOF personnel, to provide curriculum during leader development courses. The leader development courses are provided to E6/Leading Petty Officers, E7/Leading Chief Petty Officers, O3/Lieutenant Officers in Charge, O4/LCDR Troop Commanders, E8/SCPO Senior Enlisted Advisors, Chief Warrant Officers, O5/E9 Commanding Officer & Command Master Chief leadership teams going into command, and facilitates executive coaching for major command O6/E9 Commodore and Master Chief leadership teams. These courses prepare the tactical and operational leaders for deployment to a joint, interagency, intergovernmental, or multinational environment, with a focus on moral and ethical responsibility, and emphasis on personal and professional accountability.

CENSEALSWCC continuously works to expand education opportunities for Sailors in the Special Warfare Boat Operator (SB) and Special Warfare Operator (SO) ratings. This effort, along with providing briefings and individual counseling on the availability of Navy education programs and Voluntary Education resulted in over 1,224 Naval Special Warfare Sailors enrolled in degree programs. CENSEALSWCC supports career management for the SB and SO ratings by providing Career Path Guidance, Learning and Development Roadmaps, the NSW Evaluation Writing Guide, and managing the Alternative Final Multiple Score for the E7 selection board eligibility process. In FY 2020, CENSEALSWCC was instrumental in supporting the SB Advancement Exam Readiness Review, ensuring that the exam questions have been updated and all advancement exam references cited in the bibliographies are current.

In order to conduct scheduled courses for the remainder of the fiscal year, CENSEALSWCC instituted innovative measures to continue operations during the COVID-19 pandemic. This included the utilization of a combination of secure video teleconference and online meeting applications for students and instructors to participate remotely from across the U.S., minimizing the number of students physically on board. All scheduled leader development courses were successfully conducted.

CENSEALSWCC, collaborating with NSW Command and OPNAV N137, modernized the SO and SB Navy Enlisted Classification (NEC) codes. These NSW milestone series NECs were created to streamline the advancement process and track leadership milestones for SEAL and SWCC personnel, as reflected in the NSW SO and SB career paths.



# Center for Sea, Air & Land (SEAL) and Special Warfare Combatant-craft Crewman (SWCC) (CENSEALSWCC)

**CAPT Todd Perry**  
Commanding Officer

**Mr. Scott Trulove**  
Executive Director

**CMDCM (SWCC) Stephen Babb**  
Command Master Chief

## Daily Average Onboard

11 Students

- Enlisted ratings: SB and SO
- Officer designators: 113X, 118X, 715X, and 717X

6 Facilitators

## Grads/Courses/Locations

358 Course Graduates

5 Courses

10 Course Offerings

1 Locations

## Sponsors

Resources: OPNAV N951

Technical Guidance:

- Naval Special Warfare Command



U.S. Navy Special Warfare Combatant-craft Crewman assigned to Naval Special Warfare Command navigate a Combatant Craft Medium through the Baltic Sea near Karlskrona, Sweden, during a bilateral exercise with conventional and Special Operations Forces.

## Engineering Duty Officer School (EDO)

The EDO School is located in Port Hueneme, California, and is the focal point of the Engineering Duty (ED) Community. The EDO School provides the basic and advanced instruction that is central to the professional development of all EDO's.

For junior officers, the school provides a five-week Basic Course which focuses on Department of Defense acquisition topics and the methods by which the Navy manages the life cycle engineering of its ships and systems. Active duty students completing the course also earn Defense Acquisition University (DAU) equivalency credit for several acquisition courses.

For senior officers, the school provides 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 O5/Commanders.

The School's involvement goes beyond the classroom in management of the EDO Qualification Program (EDQP), whereby EDO candidates are required to demonstrate a mastery of core concepts over the course of a nominal two-year period. The process culminates with a comprehensive oral board that leads to the candidate's official designation as a qualified EDO (1440 and 1445 designators). The EDO School staff actively supports the program by serving as panel members for final oral boards, both in the local area and around the country. EDO School staff participation in final boards allows the School to maintain visibility and enable its role in the standardization of the board process.

A major accomplishment for the School in FY 2020 was the achievement of equivalent provider certification for DAU course ACQ 1010, Fundamentals of System Acquisition Management. This new certification was required due to DAU's retirement of ACQ 101, in favor of a more up-to-date and streamlined course. This is the most widely accessed online training course in the DAU enterprise, and EDO School provides equivalency credit to the Basic Course graduates.

The School continued its critical role in the development and implementation of the Navy's Leader Development Framework for the EDO Community. EDO School has been a trailblazer in this area for many years, with a keen focus on character development and self-awareness for every officer attending the Basic and Senior Courses. This year, the School refined and formalized the implementation of a coaching module in the Senior Course, which received very high reviews from students and EDO community leadership. This initiative, together with other long-existing character-building tools, provides invaluable leader development capability that is the trademark of the EDO Community's innovation in this area.

In FY 2020, the COVID-19 pandemic presented some major challenges to EDO School. The School was well equipped to deal with the challenges by virtue of distance learning initiatives which had previously been launched, aimed at modernized content delivery using an online learning management system and command-provided laptops. With the addition of Moodle, a communication platform, and staff dedication, the School was able to provide quality instruction and maintain the expected student throughput for the year.

# Engineering Duty Officer School (EDO)

**CAPT Scott A. Davis**  
Commanding Officer

**Mr. Timothy N. Haney**  
Executive Director

**CDR Nicole K. Nigro**  
Executive Officer

## Daily Average Onboard

6 Students

- Officer designators: 144X and 146X

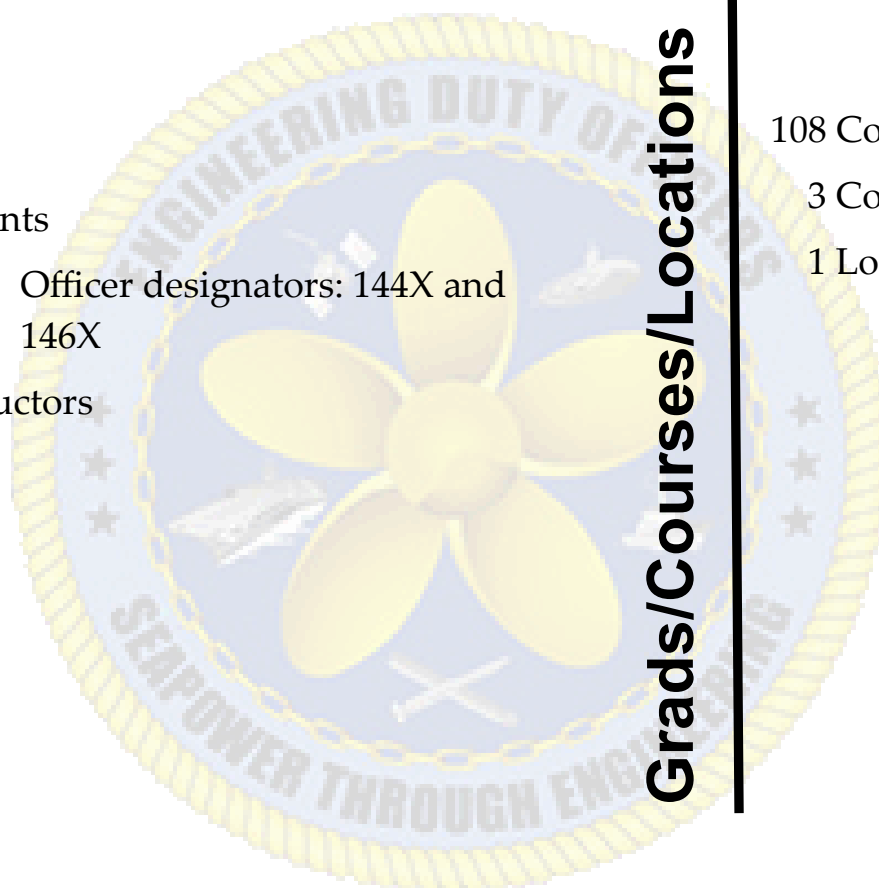
3 Instructors

## Grads/Courses/Locations

108 Course Graduates

3 Course Offerings

1 Locations



## Sponsors

Resources: OPNAV N1

Technical Guidance:

- Naval Sea Systems Command



Class 20B-3 was one of two in-person Basic Course sessions accommodated following COVID-19 risk mitigation procedures.



## Naval Aviation Schools Command (NASC)

Located in Pensacola, Florida, NASC is comprised of the introductory schools for officer and enlisted aircrew for the U.S. sea services and 18 partner countries. During FY 2020, on an average day, 1,470 students were onboard NASC at their primary location at Naval Air Station Pensacola and the satellite swim sites of Pearl Harbor, Hawaii, Norfolk, Virginia, and San Diego, California.

- Aviation Training School (ATS) is the Naval Flight Student (NFS) pipeline whose mission is to lead officer flight students from check-in to Naval Introductory Flight Evaluation (NIFE), and on to applicable Training Wing training.
- Aviation Enlisted Aircrew Training School (AEATS) provides initial aviation and rescue swimmer training to Sailors for eight different enlisted ratings and four U.S. Marine Corps military occupational specialties.
- Naval Aircrew Candidate School provides medical flight clearance, water survival training and flight gear issue.
- Aviation Rescue Swimmer School trains Sailors in recovery methods for maritime and overland military and civilian rescue scenarios.
- Aviation Water Survival provides an educational foundation in technical training, character development, and professional leadership to prepare Officers and Enlisted to be the combat-quality aviation professionals the nation needs.
- Aviation Commanding Officer Training Course provides required initial training for all Aviation Commanding Officers.



Ensign Josh Betts, left, and Ensign Mike Evans, right, stand with USMC Capt. Steven Weber, an instructor pilot, after becoming the first flight students to complete NIFE Phase III.

NASC modernized training through combination of the Aviation Preflight Indoctrination (API) and Introductory Flight Screening (IFS) programs into NIFE. NIFE Phases I and II Ground School Flight Prep occur at NASC, which include legacy content of API plus a “Flight Prep” course with applicable general aviation specifics. NIFE Phase III is flight operations, which take place in the Pensacola area. This training evaluates Student Naval Aviators and Student Naval Flight Officers with their ability to comprehensively understand the fundamentals of flight, while simultaneously gauging aptitude and suitability for flight operations.

COVID-19 mitigations have been extensive throughout NASC, and have proven to be very effective. NASC Aviation Medicine has advised the establishment of COVID mitigation measures specifically tailored to each of the NASC training environments. ATS has transitioned largely to online learning for NIFE Phases I and II. AEATS initially reduced class sizes and gave portions of training in a virtual environment. ATS’ new technology of e-Classroom and immersive learning has enabled the officer aviation training pipeline to continue seamlessly despite COVID-19, thus ensuring a steady output of Fleet-ready aviators. NIFE’s implementation of Active Duty Instructor Pilots provides standardization oversight to civilian flight instructors; better standardization equals safer and better training. ATS has the incorporation of virtual reality devices and tablets containing learning material on the horizon for future implementation. This will allow aviators to have access to all necessary documents and flight publications at any given moment, thus increasing safety of flight through adaptability and flexibility.

# Naval Aviation Schools Command (NASC)

**CAPT Edgardo A. Moreno**  
Commanding Officer

**CDR Michael E. Lofgren**  
Executive Officer

**CMDCM Kevin M. White**  
Command Master Chief

## Daily Average Onboard

1,470 Students

- Enlisted ratings: AIRR, Naval Aircrew candidates
- All ratings requiring aircrew training
- Prospective Aviation Commanding Officers and Executive Officers
- Officer designators: 1370, 1390, and 2100

44 Instructors

## Grads/Courses/Locations

12,049 Course Graduates

15 Courses

30 Course Offerings

3 Locations

## Sponsors

Resources: OPNAV N98

Technical Guidance:

- Naval Aviation Enterprise



Flight student completes thorough preflight in preparation for execution of full flight profile to include ground operations, turn pattern, stalls, and the traffic pattern.



Aviation Rescue swimmers must be prepared to enter any challenging water environment and undergo 5 weeks of training in advanced swimming, medical, and lifesaving techniques.

## Naval Leadership Ethics Center (NLEC)

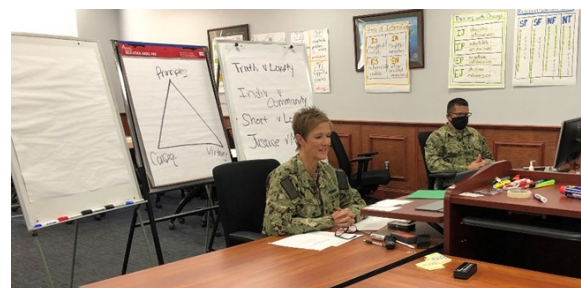
NLEC is headquartered at Newport, Rhode Island, with locations in Dam Neck, Virginia, and San Diego, California. In FY 2020, 7,395 students graduated from NLEC courses. NLEC prepares the command triad, the command master chief (CMC)/chief of the boat, executive officer, and commanding officer (CO), as well as the CO's and CMC's spouses, for leadership success. NLEC also provides department head and division officer leadership courses in all three locations, and manages the enlisted leader development program for the entire enlisted community.

It's imperative for future command-level Navy leaders, department heads, and division officers to be proficient in their areas of expertise, and that they demonstrate personal integrity and ethical leadership. NLEC's goal is for participants to be prepared to instill an atmosphere of teamwork and effectively communicate with Sailors under their command when they return to their unit after completing training.

NLEC's interactive curriculum includes thought-provoking case studies, one-on-one coaching, and other training exercises. The faculty and staff members design courses and create educational materials that emphasize ethical decision making at all levels of Navy leadership. NLEC also pursues cutting-edge research in areas of command climate, self-awareness, and organizational culture.

In FY 2020, COVID-19 presented challenges in how to continue to educate while maintaining a focus on safety for staff and students. Since the curriculum revolves around facilitated discussion, debate, and continuous interaction among students, NLEC leaned heavily on commercial off-the-shelf communication platform solutions to find ways to encourage student engagement while in a virtual setting. The staff excelled at reworking curriculum to make it both more virtual-delivery friendly and more focused on engagement. NLEC's website, [Navyleader.org](http://Navyleader.org), was transformed from being solely a learning resource for the Fleet, into an important tool to manage the student and staff schedules and resources. Teaching virtually has also allowed significant cost savings in travel dollars for both students and staff while avoiding the need to institute Restriction of Movement requirements that would have doubled the cost of travel for senior-level courses.

The Enlisted Leader Development (ELD) continuum continued to expand across the Fleet, including a newly piloted Chief Petty Officer (CPO) Leader Development course, which will replace the CPO Selectee Leadership Course that has been used for over a decade as part of the Chief's initiation. The foundational Leader Development Course curriculum was reviewed for the first time since its inception. In FY 2020, a Master Chief Petty Officer course was added to the ELD continuum. As of the end of the fiscal year, 65 of 93 programmed facilitators for ELD have arrived at the two learning sites, including a rated Command Master Chief at both sites. In a leadership outreach, the learning site in San Diego hosted two CMC Executive Leadership Seminar courses for the Pacific Fleet.



NLEC instructors conduct a virtual Senior Leader Course.



# Naval Leadership Ethics Center (NLEC)

**CAPT Derek Granger**  
Commanding Officer

**CAPT Timothy Cooper**  
Executive Officer

**CMDCM(SS/AW) Joseph Fahrney**  
Command Master Chief

## Daily Average Onboard

119 Students

- All officer designators and en-listed ratings

134 Instructors

## Grads/Courses/Locations

7,395 Course Graduates

14 Courses

42 Course Offerings

3 Locations

## Sponsors

Resources: OPNAV N1

Technical Guidance:

- CNO



CDR Jill Skeet and CDR Juan Carrasco facilitate Naval Leadership and Ethics Center's Senior Leaders Course virtually.



Cmdr. Jill Skeet facilitates Naval Leadership and Ethics Center's Senior Leaders Course virtually.

## Senior Enlisted Academy (SEA)

As the Navy's only professional military education institution dedicated solely to senior enlisted personnel, SEA helps prepare senior enlisted leaders from all military services and foreign partner nations to provide sound decision-support in the various staff, management, and leadership positions in naval, joint or multinational environments. SEA facilitates an understanding and exploration of leadership philosophies and skills in a global environment, maintaining a constant focus on ethics, flexibility, and mission accomplishment. Key topics directly impacting the mission of the Navy include the national security strategy, joint force operations, and preserving the country's strategic influence in key regions of the world to strengthen partner relationships.

SEA revamped and revitalized course content and instituted a new construct to meet Fleet demands and to ensure quality and relevant education. The new construct, dubbed "three-by-three" (3x3), three weeks of distance learning and three weeks in-residence, was built from the ground up by SEA staff members utilizing feedback provided by senior enlisted leaders throughout the Fleet, guidance from the Force and Fleet Master Chiefs and the Master Chief Petty Officer of the Navy. Mandatory surveys are conducted throughout the duration of a class to ensure that feedback is provided on a continuous basis and covers specific areas of instruction, as well as logistics and faculty advisor performance. All input is shared with the entire SEA staff, and if required, discussed in regularly scheduled change management meetings for follow-up and more in-depth review. This continuous process improvement cycle ensures SEA is aligned with Navy's High Velocity Learning efforts and the Culture of Excellence.

SEA uses the web-based Blackboard Learning Management System (LMS) as the main delivery method of content, which also hosts video presentations and voice-over learning material. When the COVID-19 pandemic caused most learning institutions to halt for a period of time, SEA was able to continue delivering its education without any break in classes. Many faculty advisors already utilized virtual learning using collaboration tools such as Zoom or Microsoft Teams for group meetings and discussions, which made the transition of full-time use of these tools easy. The learning curve for these tools took little-to-no-time for the faculty advisors to get up-to-speed on the different tool functionalities and allowed for flawless execution of full-time virtual content delivery. This adaptive approach aligns with the NETC's Ready Relevant Learning initiative to deliver the right training, at the right time, via the right means.

SEA continues to expand, improve, and grow its course curriculum to meet the needs of the Navy to develop its senior enlisted personnel through alignment with current Navy initiatives and programs. SEA added a Warrior Toughness component to its curriculum and has certified its faculty advisors for content delivery, as well as enrolling faculty advisors in the Joint Special Operations Forces Senior Enlisted Academy for continued learning and growth and sharing of diverse perspectives. By keeping its faculty advisors trained and staff embedded in the fabric of evolving Navy programs and initiatives, such as the MyNavy Coaching and Task Force One Navy, SEA ensures that the graduates leave the course prepared to build inclusive teams, work collaboratively, leverage diverse backgrounds, experiences, and skillsets to improve warfighting capacity and readiness.

# Senior Enlisted Academy (SEA)

**CMDCM(SS) Jason Avin**  
Director

**CMDCM(SW) Baron Randle**  
Deputy Director

**CTICM(IW/NAC/SW/AW) Laura Stout**  
Senior Enlisted Leader

## Daily Average Onboard

66 Students

- All enlisted ratings

45 Instructors



Core Strengths Workshop facilitated by SEA Coast Guard Faculty Advisor, SCPO Mark Coady.

## Grads/Courses/Locations

1,219 Course Graduates

3 Courses

3 Course Offerings

1 Locations

## Sponsors

Resources: OPNAV N1

Technical Guidance:

- CNO



SEA's infamous "Wave Run". An approximately 5-mile run from the SEA building to the Wave statue in downtown Newport, RI.



## Training Support Centers

### Training Support Center—San Diego (TSC-SD)

In FY 2020, TSC-SD provided centralized student management and support in the Southwest Region for over 52,000 students who trained at 22 NETC learning sites. TSC-SD also supported 79 international military students from 29 countries, attending 52 NETC-sponsored courses. TSC-SD processed 323,794 requests for training seats for 2,103 courses taught throughout the Pacific, in support of 783 operational units. TSC-SD also responded to 110,594 requests from Fleet units for individualized training requirements not readily available through the normal distribution system. TSC-SD coordinated over 43,000 seat changes with Fleet units to balance training requirements with reduced training capacity at NETC schoolhouses due to the COVID-19 pandemic. TSC-SD's TRANET electronic classroom scheduling pilot was also a success. 60% of classrooms increased utilization by an average of 12%, and a few classrooms increased by over 200%.

### Training Support Center—Hampton Roads (TSC-HR)

TSC-HR operates five regional support offices and the Information Technology directorate operates two satellite service centers at Marine Corps Air Stations New River and Cherry Point, North Carolina. TSC-HR's area of responsibility covers 400 square miles, 68 training facilities, supports 2.2 million square feet of training space, two learning centers, and seven learning sites. The TSC-HR Facility Support Department provides physical security, facilities support coordination with Navy Public Works, space management, military construction projects, encroachment action, and long-range planning for all NETC activities in the five naval installations and two naval support activities in Hampton Roads. TSC-HR provided legal support and discipline, career counseling, education, pastoral support, counseling, and learning infrastructure support to learning centers and sites, as well as providing direct support to the Fleet through an aggressive liaison service between the Fleet Training Officers and learning center schedulers.

### Training Support Center—Great Lakes (TSC-GL)

Located at Naval Station Great Lakes, Illinois, and with a staff of 342 military and civilian personnel, TSC-GL provides leadership and professional development to new Sailors transitioning from boot camp to their "A" school. TSC-GL receives approximately one third of all Navy Boot Camp graduates for training in 80% of the surface Navy's technical training "A" schools. In FY 2020, TSC-GL graduated a total of 10,113 Sailors. TSC-GL also has 155 Navy Military Training Instructors who carry on the Sailorization process for the students, continuing the 24/7 training on military professionalism, and providing around-the-clock mentorship to anywhere from 150 to 800 students at a time. In addition, TSC-GL is responsible for providing the Lifeskills course of instruction during indoctrination during the first week students are onboard. The overall goal of LifeSkills is to empower the new Sailors to have good decision-making models when faced with issues that confront them on a daily basis. Topics covered include military pay and entitlements, healthy relationships, navigating stress, active intervention, personal financial management, and responsible alcohol use.

# Training Support Center—San Diego (TSC-SD)

**CAPT Douglas A. Patterson**  
Commanding Officer

**CDR Justin Santos**  
Executive Officer

**CMDCM Christopher D. Cline**  
Command Master Chief

## Staff

80 Military  
66 Civilian  
3 Contractor



TSC-SD Holding Company students conducting Morning Colors



TSC-SD Students attending Career Counseling course .

## Sponsors

Resources: OPNAV N1

Technical Guidance:

- MyNavy HR



TSC-SD Students awaiting first personnel inspection.

# Training Support Center—Hampton Roads (TSC-HR)

**CAPT Michael J. Gunther**  
Commanding Officer

**Mr. Charles W. Wydler**  
Executive Director

**CMDCM Stephen J. Bronder**  
Command Master Chief

## Staff

114 Military  
72 Civilian  
2 Contractor



New TSC HR student check-ins receive briefs from Student Management personnel prior to reporting to their learning sites/centers.

## Sponsors

Resources: OPNAV N1  
Technical Guidance:  

- MyNavy HR



TSC HR is committed to the health, well-being, and safety of their staff, students, civilians and families. To emphasize this commitment, Chief Logistics Specialist Mitchel McNutt, TSC HR Suicide Prevention Coordinator, and Chief Boatswains Mate Jose Gutierrez recently participated in the virtual suicide awareness run/walk raising money for the National Alliance on Mental Illness.



# Training Support Center—Great Lakes (TSC-GL)

**CAPT Patrick H. Sutton**  
Commanding Officer

**Mr. Michael C. Bilak**  
Executive Director

**CMDCM Benjamin D. Hodges**  
Command Master Chief

**Sponsors** **Daily Average Onboard/Staff**

270 Students

Staff:

213 Military

129 Civilian

Resources: OPNAV N1

Technical Guidance:

- MyNavy HR

**Graduates**

10,113 Graduates



Recruits practice line-handling procedures inside the USS Arleigh Burke recruit barracks as part of the hands-on-learning curriculum.

## Ready, Relevant Learning (RRL)

The second pillar of Sailor 2025 is Ready Relevant Learning (RRL). It 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 U.S. Fleet Forces Command, Naval Air Warfare Center Training Systems Division, 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, the skills acquired during accession pipeline training atrophy due to delays between completion of 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 meet rapidly evolving warfighting requirements. RRL consists of three lines of effort:

- (1) a career-long learning continuum (Block Learning (BL))
- (2) modern delivery at the point-of-need
- (3) integrated content development

RRL has completed the first stage of the career-long learning continuum line of effort, known as BL. This stage divided existing accession-level training content into smaller blocks, which were moved to real-world points-of-need in the Sailor's career, resulting in shortening of the initial accession training time, and making Sailors available to the Fleet sooner. BL used existing training content while RRL modernizes the curriculum to meet RRL training continuum future objectives. NETC completed analysis and approved changes for 54 ratings previously identified for BL, with 47 ratings now executing training in this new block delivery construct. The remaining seven ratings bypassed BL and moved directly into the second of line of effort – modern delivery at the point of need.

This second line of effort takes advantage of emerging learning technologies, allowing Sailors to receive training at the point of need, at the waterfront or aboard their operational unit. These training solutions will apply science-of-learning principles to make training more effective, efficient, and available by leveraging technology and minimizing the need to return to legacy brick-and-mortar schoolhouses. RRL has completed requirements development for 36 ratings.

RRL continues to progress through the third line of effort, *"integrated content development"*. This solidified the Fleet's role in defining training requirements and validating analysis, which aligns training content and delivery methods with Fleet needs. The Center for Service Support delivered the modernized Retail Services Specialist (RS) "A" school course in FY 2020.

## Innovation

The Naval Education and Training Command (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. In FY 2020, NETC innovators pushed the boundaries in research and development (R&D) timelines, led the defense community in establishing data standards and interoperability for learning platforms, and designed learning applications that are truly transformative in nature. Major accomplishments during FY 2020 included: accelerated the development of an adaptive training platform into a minimum viable product; designed a Total Learning Architecture for the U.S. Navy that leveraged enterprise data environments and existing Information Technology systems/software; and progressed with cutting-edge performance-based assessments applications that support the evolution of NETC's comprehensive training effectiveness program. Through its strategic framework, NETC's innovation activities continue to leverage opportunities in three specific thrust areas: outreach, building capacity, and dynamic discovery.

In thrust area one, outreach, NETC staff engaged with civilian institutions and other Department of Defense agencies to evaluate learning strategies of benefit to Sailor technical training. This resulted in many opportunities during FY 2020 to conduct forward-thinking collaboration with the top academic, business, and defense experts in the field of adult learning. Significant events included participation in the Advance Distributed Learning's Principle Investigator and Advisory Committee, and the Office of Naval Research's Cognitive Science of Learning Program, both hosted virtually this year because of the COVID-19 pandemic. Other significant events included discussions with the U.S. Coast Guard and U.S. Marine Corps to facilitate standards and interoperability across the Maritime Services, as well as partnership in National Security Innovation Network (NSIN) and Naval Expeditions Agility Office to promote "super-connector" links across organizations. In addition it included helping with the stand-up the Common Augmented Reality and Virtual Reality (AR/VR) Environment Working Group, which is focused on implementing a consistent set of technology requirements for AR and VR-based systems.

In thrust area two, building capacity, FY 2020's focus centered on improving the innovative culture and resources that support rapid development activities for NETC's learning centers and training support centers across the nation. One major initiative was advocating for and adopting an "Agile" approach to capabilities development. Spiral, Sprint, Scrum, and User-Story activities became the norm for development of NETC's largest project called MyNavy Learning (MNL). In support of this new process, internal staff worked with partners at Naval Surface Warfare Center Dahlgren Division in Dam Neck to build a DOD-approved DevSecOps environment with a cloud-agnostic authority to operate to speed-up software integration and testing. A second major initiative was increasing awareness and pathways for leveraging Other Transactional Authority contracting mechanisms. Innovation staff worked throughout the year to communicate with Training and Readiness Accelerator and Information Warfare Research Project Teams to enable prototype development in User Interface/User Experience and Blended Learning products. One final initiative aimed to establish a program of record for transitioning R&D/Innovation projects into everyday operations. Internal staff worked diligently to submit a critical

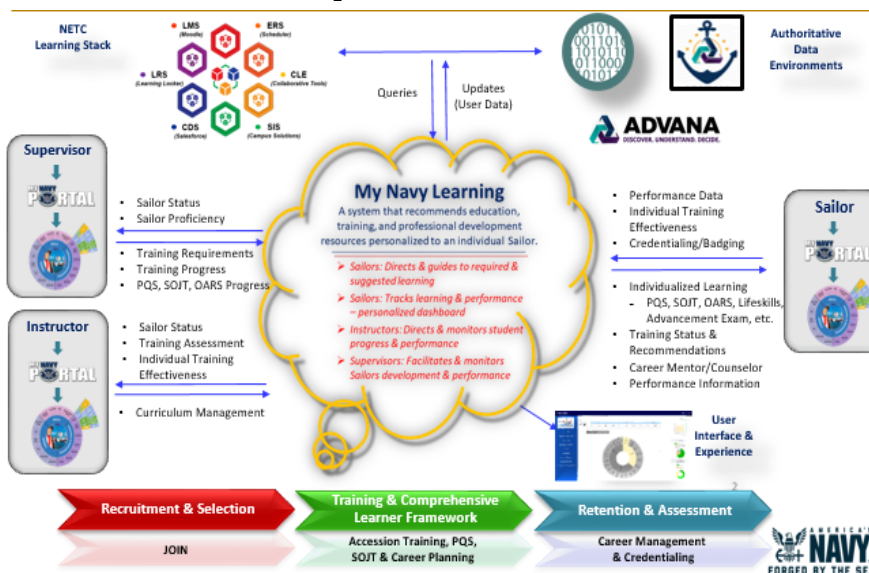


# Innovation

Program Objective Memorandum issue paper identifying funds and manpower resources to support roll-out and life-cycle management of these future capabilities.

In the final thrust area, dynamic discovery, NETC conducted multiple use-cases or proof-of-concept projects throughout the year. The top three projects in FY 2020 narrowed-in on adaptive learning applications for use in technical training, exploring voice-first and training performance measurement technologies, and experimenting with AR devices in support of schoolhouse and structured on-the-job training.

MyNavy Learning, one of the largest and transformational projects, was completed during a 90-day sprint. This adaptive training application, powered by Artificial Intelligence/Machine Learning algorithms, allows training content to be tailored and personalized for each Sailor based on their strengths and weaknesses. Adaptive training is one of six lines of ongoing effort under the MNL project.



Looking to the future, NETC partnered with Florida Atlantic University and Duke University's Phoenix Program to build prototype applications that improve human-machine interaction. Voice-first technologies intend to capitalize on advances in Natural Language Processing to afford Sailors a more realistic training environment. Performance measuring combines research done in eye-tracking, emotive recognition, and galvanic skin response with emerging wearable technologies to provide real-time feedback to students and instructors regarding their training or on-the-job performance. The third project was Parachute Rigger Transparent User Experience which deploys the HoloLens device to provide technicians an AR training environment to interact with U.S. Navy Aircrew to ensure their survival gear fits correctly. These projects exemplify the myriad of innovative efforts that combined rapid development, cutting-edge technologies, and creative ideas into meaningful change for the NETC organization and the Navy at large.

Three years ago, NETC Leadership moved forward by emphasizing "Innovation" as one of the five strategic focus areas. Since then, the small staff within the Strategic Planning, Future Capabilities, Data Management/Analytics Branch continues to make a major impact on the direction that defense organizations are eyeing for the future. Specifically, in 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.

***"Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow."***

William Pollard 1911–1989  
 American physicist

## Transformation

NETC accomplishments in FY 2020 spanned the gamut of “Street to Fleet” functions and touched all levels of the organization. One critical success was the integration of the award-winning Navy College Virtual Education Center with the MyNAVY Career Center (MNCC) during the standup of MNCC-Little Creek. In a first for the Navy, Tier 2 Subject Matter Experts are working side by side with Tier 1 agents, allowing MNCC advisors to continue to provide world-class counseling to Sailors across the globe, during normal business hours, while having the flexibility for the call center to field requests and generate service tickets during off hours.

The NETC Supply Chain Operations Division, NETC N3 continued to design and implement several process improvements that make us more effective and provide for an improved Sailor experience. The expanded accession reclassification waiver provides more choices for the Sailor and enhances talent management. Qualified Sailors are matched to critical ratings to increase job satisfaction and improve readiness for high demand, low density skills. FY 2020 reclassification assignments created an additional 148 submarine Sailors, the Information Warfare community gained 306 cryptologic specialists and 58 Interpretive Linguistics, and the Seabees quadrupled their newly reclassified draftsmen that provide Engineering Aide support to the Naval Construction Force. With enhancing the Sailor experience in mind, NETC N3 implemented orders-writing improvements that allow all learning centers to make Sailors available for their next assignment early in the training pipeline. Sailors at Recruit Training Command can submit duty preference cards to let detailers know the individual Sailor’s desired assignment. Also, for high performing recruits, known as honor graduates, these Sailors can personally engage with their detailer to review a slate of available orders and select their desired preference. More than ever before, accession Sailors have more influence in assignments in the early portion of their career.

Navy Recruiting Command (NRC) significantly accelerated the transition from Navy Recruiting Districts (NRD) to Navy Talent Acquisition Groups (NTAG) by three years. Focused process improvement, technology insertion, and risk management accelerated NRC’s success in achieving a single operating model ahead of schedule with a completed transition by the end of calendar year 2020. In FY 2020, NRC completed the transition of 24 of 26 NRDs to NTAGs, and responsible for 57 subordinate Talent Acquisition Onboarding Centers (TAOC) that serve as the focal operational unit for recruiting production.

NETC HQ applied human-centered design techniques to reimagine a more efficient and collaborative process to plan and resource a growing need for electronic classrooms. Known as the “Call for Work”, this will allow stakeholders to assess requirements holistically rather than individually, with improved visibility and more efficient use of resources. NETC N6 is active in piloting the main information systems of the MyNavy HR Learning Stack. This will include a Learning Management System, Student Information System, and Curriculum Development System. The Learning Stack is the means by which NETC will manage students and develop and deliver modernized content as part of the Ready Relevant Learning initiative. As these commercial off-the-shelf systems are piloted, NETC is demonstrating new capabilities such as delivering accession training via mobile devices, assigning digital badges of achievement, and providing collaborative tools for students in a cloud-hosted environment.

# Navy Credentialing Programs

## Navy Credentialing Opportunities On-Line (COOL)

Credentialing has become institutionalized across the Department of Defense, adding value for Sailors while they serve, and later as they transition to civilian life. Navy COOL provides Sailors world-class training, experience, and opportunities that will serve them well on active duty and post-service civilian careers. If a credential is related to a Sailor's duties, completed academic degree, off-duty training, prior rating, prior other-Service enlisted occupation, or civilian occupation, the Navy may pay for credential exams, application fees, and annual maintenance fees. In FY 2020, Navy COOL funded over 8,000 credentialing opportunities. The publicly-accessible website averaged over 6,000,000 hits per month and Sailors and Officers, active duty and Reserve, have credentialing opportunities via Navy COOL.

## United Services Military Apprenticeship Program (USMAP)

USMAP is the Department of Labor's (DOL) sponsor for all military apprenticeships. USMAP is a formal military training program executed by NETC 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 besides 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. USMAP added the ability for service members to complete competency-based trades in FY 2020.

## **MilGears** Powered by COOL

Launched in FY 2020, 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. The MilGears tools include:

- **Engage My Career Tool.** Analyzes a Sailor's unique history to provide customized results and pathways to achieve career growth, professional credentials, and post-service 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 career and compares the results against the standard for an original or upgraded Merchant Mariner Credential.
- **Cyber IT/ Cyber Security Workforce (CSWF) Tool.** Cyber IT/CSWF, for current and future cyber security workforce members, readily identifies the cyber roles in which they are qualified for, nearly qualified, or require additional credentials in order to qualify.
- **Commonality Decision Support Tool.** An exploratory tool that helps Sailors, workforce development professionals, and decision makers methodically gather information, identify alternatives, develop action plans and evaluate rating-specific options and requirements.



## Lifelong Education

### **Navy Voluntary Education (VOLED)**

In FY 2020, VOLED celebrated its 46th year of promoting Sailors' educational successes through diverse programs which include Tuition Assistance and the Navy College Program for Afloat College Education (NCPACE). With NCPACE, Sailors can complete courses while deployed on sea duty. VOLED empowers Sailors to advance their personal development through formal education leading to a high school diploma, certificate, or an associate, bachelor, or master's degree.

In FY 2020, VOLED introduced several new technologies that make it even easier for Sailors to perform self-service actions or speak with a counselor at the Navy College Virtual Education Center (NCVEC) or overseas Navy College Offices:

- Mobile Agent capability allowed NCVEC counselors to take inbound calls from the Sailor's telework location. A transformative game-changer during a maximum telework environment brought on by COVID-19, this provides the same functions, data collection and security available in the present call management system with the added flexibility of working from a remote location.
- The Automatic Callback Feature has an option to leave a callback number, and hang-up, without the Sailor losing their place in the queue, and called back by a counselor. This maximized counselor availability, saved time for the Sailor, and decreased call abandonment rates.
- Sailors can now submit a request through Issue Tracker to have a counselor call them back at a specific time, enhancing the ability to schedule future counseling appointments.
- Chat live with a counselor via SMS/text from a smartphone or other personal device.
- Chatbot, which is an automated chat response to Sailor. This innovation averaged over 8,000 Sailor interactions each month. This shift to self-service allows counselors to dedicate more time to directly supporting Sailors.
- Expanded video counseling options are now available through a variety of commercial communication platforms, as well as Defense Collaboration Services. These provide face-to-face video and screen-sharing capabilities.

In FY 2020, the NCVEC handled over 306,237 contacts in the form of live chats, help request tickets and phone calls. With its recent move to Virginia Beach, Virginia, the NCVEC is now co-located with the MyNavy Career Center. This is the first time Navy has co-located a Tier-1 and Tier-2 customer service call center using an integrated telephony system.

### **Tuition Assistance (TA)**

TA is an in-Service education support program that provides funds to assist in payment of tuition costs, enabling Sailors to enroll in courses supporting completion of a high school diploma, Department of Veterans Affairs approved certificate, or an associate, bachelor, or master's degree. Active duty Sailors, reservists on continuous active duty, enlisted reservists ordered to active duty for 120 days or more, and officer reservists ordered to active duty for two years beyond the

## Lifelong Education

completion date of any TA-funded course may receive Navy TA when all requirements of the TA Program are met.

### **Advanced Education Voucher/Graduate Education Voucher (AEV/GEV) Programs**

The AEV program offers advanced education opportunities and provides financial assistance to senior enlisted personnel (paygrades E7-E9) to complete post-secondary, Navy-relevant degrees in designated areas of study through off-duty education.

The GEV Program provides an opportunity for selected unrestricted line officers (URL) assigned to shore duty to attain Navy-relevant graduate education in prescribed areas of study during off-duty hours. The program enables URL officers, whose career paths may not provide adequate opportunity for resident education, to participate in traditional and distance learning education programs that lead to an approved subspecialty code while meeting other Navy needs.



### **Testing**

Overseas Navy College Offices continue to provide routine college level testing, both the Scholastic Aptitude Test (SAT) and the American College Testing (ACT). Additionally, they oversee the defense language testing program (DLPT/DLAB) for civilian and military personnel. 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 Subject Standardized Tests (DSSTs) 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 the Defense Activity for Non-Traditional Education and can replace the requirement to attend some college courses, potentially saving participants hundreds or even thousands of dollars towards their degree.

### **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 distance learning (DL) program is thriving with over 300 self-contained courses. Eligible Sailors can take NCPACE 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, and homeland security, to name a few.

## 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 is a national accrediting agency recognized by the U.S. Secretary of Education, and 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 near future.



### 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 the 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 thousands of college credits for 737 NETC courses and the Master Training Specialist certification. Last year alone, ACE recommended 635 semester hours of credit for Navy courses and 595 hours for Navy occupations. 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 to be used in the Sailor 2025 Ready Relevant Learning initiatives.





## NETC Headquarters Division Directorates / Special Assistants



## NETC Division Directorates / Special Assistants

### Message from the NETC Chief of Staff (N01A)

At NETC headquarters, the Transformation that we are pursuing today requires teamwork and ceaselessly challenging one another to accomplish our mission better than ever before. To make the great strides we are charged within the Force Development pillar of MyNavy HR, it takes a fine-tuned and visionary headquarters staff that understands where we've been and to look to the future to overcome any barriers to improving upon everything that we do. The progress made throughout the domain in Fiscal Year 2020 in the face of significant challenges was phenomenal, and it is up to us to ensure that the pace of change and improvements continues to accelerate.

Our job is to support the Force Development domain, to empower the domain to deliver Sailor 2025, and ultimately to do our part in manning the Fleet – all with a sense of urgency. Much of what the NETC headquarters staff achieves is behind the scenes, yet it is complex on so many levels as we adapt and modernize, while remaining responsive to the fast-paced environment our Navy is operating in and providing innovative and sustainable solutions. Our business is shaping our Navy's Sailors into combat-ready warfighters who will win conflicts and wars and maintain American sea power. Working together in greater collaboration and constantly striving to improve how we align and function as a staff is all to the benefit of those we serve. Force Development is here to make a difference, and NETC headquarters aims to ensure that all components of this pillar are well positioned to succeed.

As one team, we will keep moving ahead and continue to lead the charge. It is up to every one of us to maximize our full potential. Our work is critical to cultivating and laying the foundation for what is the backbone of the U.S. Navy – our people, the world's finest Sailors. I am honored and proud to be a part of Force Development. As you review this Annual Report, please take note of our staff core sections to see how they fit into the bigger picture of our organization.

### NETC Deputy for Training Operations (DTO) (N01B)

The DTO is primarily responsible for the efficient and effective operation of NETC Learning Centers (LC) and Training Support Centers (TSC) and serves as a liaison between the Learning Center (LC)/ Training Support Center (TSC) Commanding Officer and the NETC staff. LC/TSC issues requiring a Commander, NETC decision will be staffed by the appropriate codes with the action coordinated through the DTO, Chief of Staff (COS), and Executive Director. Working with the COS, division directors and special assistants (DD/SA), the DTO provides day-to-day leadership, management, oversight, and operational direction necessary to ensure that LCs/TSCs have standardized processes, proper operational controls, and clear reporting procedures. The DTO also facilitates special project coordination and agenda development for LC/TSC participation in the NETC Commander's Conference and virtual off-sites. In coordination with NETC Division Directors/Special Assistants, LC/TSCs, Navy Recruiting Command and Naval Service Training Command, DTO operationalizes the supply chain to ensure that NETC is doing everything possible to eliminate "A" and "C" school backlogs, getting to a point where potential backlogs are proactively identified before they occur.

## NETC Division Directorates / Special Assistants

### NETC Total Force Manpower (N1)

NETC N1 develops policy, coordinates functions, and conducts oversight and optimization of manpower and military and civilian manning for NETC's Manpower Budget Submitting Office (BSO-76). Some of the major duties of N1 include:

- Executes the full spectrum of human resources programs and systems to sustain NETC's civilian personnel workforce.
- Exercises direction and control of military manpower resources and accounting for civilian and contractor resources for BSO 76.
- Develops and maintains total force strategies and plans and integrates efforts to align workforce levels and skill sets with changing Navy requirements.
- Serves as the NETC subject matter expert, program manager, and advisor for the Military Equal Opportunity Program and domain command climate program.
- Serves as an advisor to CNETC on matters pertaining to Total Force as they relate to the Department of the Navy.
- Coordinates all aspects of NETC Navy Reserve units' training into overall NETC planning, policy and programming, including recommended allocation of resources.

### NETC Supply Chain Operations (N3)

The mission of NETC N3 is to integrate Force Development's Navy Supply Chain business strategy by developing, institutionalizing, and efficiently administering Supply Chain Management to achieve greater Fleet readiness and overall enlisted community health. N3 utilizes two primary metrics to identify mission success: "Efficiency", the ability to deliver Sailors to the Fleet within 90% to 110% of Entitled Cycle Time for a given rating or program's training path (boot camp to A-School Graduation) and "Effectiveness", the ability to produce 90% to 110% of the approved production target by rating and program. Some of the duties of N3 include:

- Facilitates the collection and validation of "A" and "C" school training requirements for out-year planning. Leads Phase II of the Accession Demand Planning (ADP) process.
- Develops and promulgates the monthly cohort delivery schedule by rating. Aligns initial supply chain production to meet the Fleet or inventory demand signal for Sailors in all Navy ratings. Responsible for planning and executing the Navy's reclassification program.
- Serves as the quota management authority for the Navy for "A" and "C" school production quotas and managing Inter-service Training Review Organization training opportunities to meet Navy needs.
- Distributes accession Sailors based on prioritized billets per guidance from the Manning Control Authority, generating an average of 45,000 sets of orders each year.
- Identifies, analyzes, and resolves complex student flow issues and develops guidance, policy and processes to aid student flow.



## NETC Division Directorates / Special Assistants

### NETC Facilities and Logistics Directorate (N4)

N4 is comprised of six military personnel, 17 civilians, and three contractors, across four divisions. Some of the duties of N4 include:

- Provides oversight and support for Government Commercial Purchase Card, Government Travel Charge Card, Property/Material Management, Contracting, Defense Acquisition Workforce, and Small Arms, Ammunition, and Explosives Management.
- Manages and provides oversight of facilities programs including Global Shore Infrastructure Plan, Military Construction and Special Projects, space management of training infrastructure, Base Realignment and Closure requirements, Interservice Training Review Organization, student berthing facilities support, and electronic classroom inventory planning.
- Provides program management oversight for the sustainment and maintenance of 20,000 Technical Training Equipment/Training Devices/Training Unique Equipment (TTE/TD/TE) end items, 31 small boats, and 18,000 pieces of test, measurement, and diagnostic equipment.
- Provides oversight and implementation of domain Antiterrorism, Physical Security, and Emergency Management programs.

### NETC Strategy, Innovation, and Voluntary Education (N5)

The N5 directorate is comprised of four branches with over 70 military, civilian, and contractor professionals, supporting a wide variety of significant programs and initiatives. Here is a sampling of N5's diverse responsibilities:

- The Strategic Planning, Future Capabilities, and Data Management/Analytics branch manages Force Development strategic planning, strategic communication, and implementation; provides support for data mining, analysis, and visualization; is the program management lead for Training Effectiveness; coordinates Science and Technology and Research and Development with System Commands and MyNavy HR; builds training domain innovation capacity, conducts dynamic discovery, and rapid execution activities.
- The Education and Development/Interservice Training Review Organization (ITRO) branch maintains the Enlisted Learning Development Strategy/Enlisted Career Roadmaps, administers American Council on Education and Council on Occupational Education (COE) accreditation, Sexual Assault Prevention and Response reporting, Navy Planning Board for Training (PB4T), Language Regional Expertise and Culture, Voluntary Education programs, graduate education, and advanced education.
- The Navy Credentialing Programs branch encompass Navy Credentialing Opportunities Online (COOL) application and the U.S. Military Apprenticeship Program (USMAP).
- The Navy Testing Sciences branch develops and validates selection and rating standards, validates classification methods, oversees all Navy enlisted selection and classification, and develops new selection and classification instruments for the uniformed services.

## NETC Division Directorates / Special Assistants

### NETC Information Technology (N6)

NETC's N6 manages all Information Management (IM) and Information Technology (IT) processes in operations and infrastructure, capital planning and acquisition, portfolio management, electronic classrooms, and information assurance. Just a few of N6's duties and focus areas include:

- Manages the portfolio of NETC's IT systems and providing oversight and control of IT applications to ensure effective compliance of the NETC IM/IT portfolio per Department of the Navy's authorized data repository requirements.
- Provides enterprise management and compliance requirements for Information Systems and services, the NETC Risk Management Framework program, and coordination of Fleet Cyber Command/10th Fleet-directed cyber defense maneuvers to protect the NETC-managed portion of the DoD Information Network.
- Monitors the operational performance of the Corporate enterprise Training Activity Resource System NETC Education Management, and Joint Education Management systems.

In FY 2020, N6 operated and maintained nearly 21,000 virtual and physical workstations within 2,600 NETC Electronic Classrooms located at 63 geographically dispersed sites, and 11 learning sites received upgraded hardware in support of modernization efforts. Also in FY 2020, N6 managed NMCI Program Management Office functions for the entire NETC domain, \$17.7 million in obligations, 23,282 seats at 169 locations, and 23,500 Move/Add/Change requests. The Data Center managed \$5 million in obligations and manages operations for NETC's entire portfolio of IT applications.

### NETC Training Development and Delivery (N7)

The N7 Division implements Force Development training strategies and provides guidance and oversight of curriculum development and life cycle maintenance. N7 has the maintenance responsibility for Ready Relevant Learning implementation and the transition of training curriculum business processes alignment with new Learning Stack training applications.

A few accomplishments for FY 2020:

- Supported 14 learning centers, the Senior Enlisted Academy, and three training support centers' course development, lifecycle maintenance policy, guidance, and oversight.
- MyNavy HR Transformation Integrated Agile Team participation supporting the "55 to 1" Information Technology transformation initiatives.
- Maintained process oversight for the Master Training Specialist program; awarded over 6,000 MTS Navy Enlisted Classification in FY 2020.
- Maintained oversight for the Personnel Qualification Standards (PQS) process – 106 PQS processed.
- Six non-resident training courses processed and posted.
- 100+ NAVMAC proposals and approval letters processed and posted.

## NETC Division Directorates / Special Assistants

### NETC Resources, Requirements and Assessments (N8/Comptroller)

NETC N8 is comprised of nine financial management professionals. In FY 2020, the division was no longer dual-hatted with the Bureau of Personnel's Budget Submitting Office functions and focused solely on NETC and the Force Development (FD) enterprise's operations.

N8's most significant duties include:

- Serves as the principal advisor for all financial matters across the NETC/FD domain, providing financial guidance to ensure the most effective use of resources.
- Oversees the financial execution of the NETC HQ and the Central Account activities. The Central Account continues to be a complex activity to manage, as it includes such high visibility programs such as Ready Relevant Learning, Nuclear Power Operator Training, and the Information Technology that provides the backbone for all NETC/FD commands.

FY 2020 events and accomplishments include:

- The Senior Enlisted Academy and the Naval Leadership and Ethics Center transferred from the Naval War College to NETC N8 for financial management.
- Emergent COVID-19 mitigations required multiple shifts in funding flows to ensure the Supply Chain remained open and the critical flow of trained Sailors to the Fleet continued.

### NETC Program Integration / Business Operations (N9)

NETC N9 is staffed by twelve professionals and is the Program Integration/Business Operations division, which develops and issues guidance, procedures, and policy to the NETC claimancy for future year requirements, investment planning, and the Program Objective Memorandum (POM) process. N9 acts as NETC's principal point of contact with Chief of Naval Operations (OPNAV) resource sponsors in all out-year planning and POM process matters.

N9 directed and provided liaison across NETC organizations to assist in developing the NETC POM documentation and completing related tasks such as developing the Student Input Plan, Program Requirement Review briefs, NETC Feasibility Study, and requests for information related to POM issues. N9 managed the process for integrating new training requirements into the Naval Education and Training Command.

N9 also acted as NETC's principal point of contact with OPNAV for Manpower and Training Requirements Planning and the Navy Training Systems Plan review process. N9 advised the Commander, NETC on Integrated Production Planning, the Navy Enlisted Supply Chain Planning and Execution processes that affect POM and out-year planning. N9 conducted analysis of resources and performance data to determine trends, statistical significance, and conclusions to support funding or management decisions.



## NETC Division Directorates / Special Assistants

### Force Development Administration (N04)

With a staff of 12 professionals, NETC ADMIN served as the primary Administrative Advisor to the Commander, NETC's staff and all subordinate activities, and provided executive level administrative guidance and quality assurance for administrative operations including:

- Managed the Department of the Navy (DON) Tracker program.
- Processed over 200 personal awards. Provided NETC HQ administrative support for correspondence, mail, files, reports, forms and messages.
- Provided pay and personnel support for an average of 45 military personnel assigned to NETC HQ, Naval Service Training Command, and Active Duty for Special Work reservists.
- Security Manager for Personnel, Information and Industrial Security Programs. Provides oversight for all subordinate activities and directly manages the eligibility and access for approximately 800 military and civilian HQ personnel.
- Coordinates the review and support of over 500 support agreements for 20 subordinate commands.
- Provides domain oversight and direction on all records management and directives functions.

### NETC Office Of General Counsel (OGC) (N00D)

The NETC Office of General Counsel is staffed by one Supervisory Counsel, four Assistant Counsels, and one paralegal. OGC serves as principal legal advisor to Commander, NETC, the headquarters staff, and subordinate activities in areas of business, administrative, civilian personnel, commercial, and fiscal law. OGC advises CNETC, NETC staff, and NETC subordinate activities concerning impact of fiscal, procurement, employment matters, and labor laws/regulations on new, expanded, and current force development, education and training programs. OGC identifies and facilitates the incorporation of program modifications to enable continued operations, program implementation, and accomplishment of program goals. N00D provides legal advice, risk assessment, and analysis of issues, initiatives, policies, and programs designed to facilitate the delivery of education and training opportunities to DON personnel. As designated Ethics Counselors, the staff reviews, analyzes, and provides opinions on questions relating to Standards of Conduct and Government Ethics, to include interaction with non-federal entities conference attendance, acceptance of gifts, conflicts of interest and post-government employment, and proper use of resources to include conference attendance and travel.

In FY 2020, the OGC staff handled 632 new requests for legal advice and assistance, including 116 civilian personnel issues; served as legal advisor for 19 command administrative investigations; served as Agency Representative in 5 cases filed with the Equal Employment Opportunity Commission, 9 cases before the Merit Systems Protection Board, and 2 cases filed in federal district court; and provided review/responses to 157 ethics and standards of conduct related requests.

## NETC Division Directorates / Special Assistants

### NETC Inspector General (IG) (N00G)

As a Special Assistant to the NETC Commander, the primary function of the IG is to improve Navy training through reviews, inspections, and investigations. The focus of the office is to identify and recommend corrective action for issues associated with fraud, waste, abuse, mismanagement, and other related improprieties, involving breakdowns in internal controls, command integrity, and accountability. The NETC IG develops policy and conducts oversight of domain activities for Command Inspection/Area Visit Program of domain activities, Navy Hotline Complaint Investigations (including Military Whistleblower Reprisal Complaint Investigations), Command Evaluation Program, the Managers' Internal Control Program (MICP), and Audit liaison and follow-ups.

During FY 2020 just a few of the NETC IG team's accomplishments included:

- Conducted four area visits/command inspections, including two 100% virtual inspections of four subordinate commands, reviewing 198 programs/processes at six NETC subordinate commands, and making 59 recommendations for improvement.
- Opened 210 hotline complaint cases, including 15 DoD Reprisal and 19 COVID-19 Pandemic-related cases.
- Coordinated liaison efforts for four Government Accountability Office engagements, six DoD IG audits, and seven Naval Audit Service audits.

### NETC Force Judge Advocate (FJA) (N00J)

The FJA is headed by a senior Judge Advocate General Corps (JAG) officer who advises and acts for Commander, NETC and staff, in conjunction with the NETC Office of General Counsel (OGC), in legal matters pertaining to NETC's mission. The office is supported by two Deputy Force Judge Advocates, a civilian Paralegal Specialist and an enlisted Force Legalman. FJA oversees military justice, non-judicial punishment, administrative law matters, Uniform Code of Military Justice (UCMJ) Article 138 and U.S. Navy Regulations Article 1150 Complaints, the Victim/Witness Assistance Program, requests for official information for litigation, the Freedom of Information Act (FOIA), and Privacy Act (PA) Programs. The FJA also exercises oversight responsibility for NETC's subordinate commands to ensure compliance with programs under CNETC's cognizance and responsibilities.

Some of FJA's noteworthy accomplishments in FY 2020 included:

- Handled 31 non-judicial punishment appeals.
- Conducted 42 Command Investigations.
- Dispositioned five Detachments for Cause and reviewed 181 Administrative Separations.
- Investigated five Article 138 complaints.
- Processed 43 FOIA requests and seven PA requests.

## NETC Division Directorates / Special Assistants

### NETC Public Affairs (PA) (N00P)

With a staff of four PA professionals, NETC N00P served as the principal advisor to Commander, NETC in matters pertaining to all aspects of public affairs. N00P advised and acted for NETC in the management of public affairs programs in compliance with plans and policies of the Department of Defense and the Department of the Navy. A sampling of N00P's major duties include:

- Plan, coordinate, and execute effective PA programs in the areas of public information, internal information, and community outreach
- Report to and liaising with the Chief of Naval Personnel Public Affairs Officer (PAO) and the Navy's Chief of Information for Navy-wide and national-level interest items.
- Advise NETC Headquarters staff, subordinate commanders, commanding officers, and their PA representatives. Serve as lead spokesperson for the NETC/Force Development domain.
- Provide assistance to subordinate activities for content development and publication.
- Maintain oversight of and having final approval authority for content published on the public NETC-domain website.
- Manage headquarters social media presence and maintain oversight of subordinate command headquarters-level official social media presences for commands with collateral duty PAOs.

### NETC Safety Office (N00X)

N00X serves as the Special Assistant for Safety for Commander, NETC. The NETC Safety office is comprised of four civilian safety professionals and one contractor employee. In addition, there are 23 Safety Professionals assigned to Learning Centers and Learning Sites throughout the NETC domain to perform additional duties. The major duties of N00X include:

- Develops amplifying policy, management, and oversight of High-Risk Training Safety, Firefighting Training Safety, Safety and Occupational Health, Explosives Safety, Traffic safety, Recreation and Off-Duty Safety, and Operational Risk Management.
- Initiates a Safety Investigation Board upon notification of a Class A (greater than \$2.5 million damage or personnel fatality) or Class B (greater than \$600,000 damage, three or more personnel injured, or serious personnel injury) on-duty mishap.
- Provides oversight for triennial Safety and Occupational Health Management Evaluations, High-Risk Training Safety Evaluations, and Moderate Risk Course Evaluations.
- Serves on several Echelon 1 and 2 safety-related councils, committees, and working groups, including the Navy Executive Safety Board, Navy Safety Quality Council, Navy Training Systems Plan Working Group, and the Navy Fall Protection Working Group.

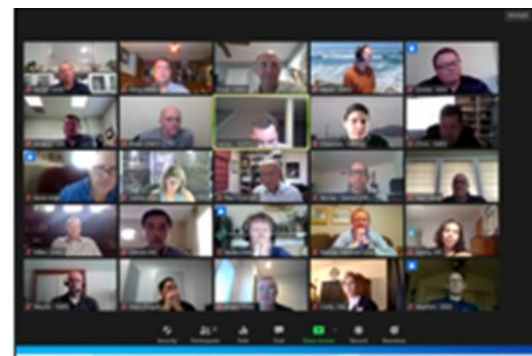


# NETC Reserve Units

## NETC Reserve Units

With 121 Reserve Component personnel, the ten NETC Reserve enterprise units collectively supported the Force Development mission in providing a fully-integrated, trained, available, lethal multiplier Reserve Force that is operationally and strategically ready.

- The NETC Deputy Commander served as the Lead, managing operational support requirements and establishing the vision and direction of the enterprise.
- Navy Reserve Naval Leadership and Ethics Center's (NR NLEC) 28 officers conducted Senior Officer, Reserve Intermediate and Division Officer Leadership Courses across the Reserve Force. The unit served as the Chief of Navy Reserve's executive agent for developing leaders across the Reserve Force.
- The Commanding Officer of NR NLEC served as the Reserve Enterprise Chief of Staff supporting the Lead, coordinated efforts between units and managed internal requirements and initiatives of the Enterprise.
- Navy Reserve Senior Enlisted Academy's eight senior enlisted personnel served as Faculty Advisors and instructed through distance learning and in-residence instruction to strengthen senior enlisted commitment to professional excellence.
- Navy Reserve Naval Aviation Schools Command's six officer and four enlisted personnel augmented the Aviation Preflight Indoctrination course instructors by teaching Student Naval Aviators and Flight Officers the fundamentals of aviation.
- Navy Reserve Officer Training Command's 14 officers and six enlisted personnel augmented the Officer Development School for Reserve-centric courses of instruction and other training modules.
- Navy Reserve Navy Recruiting Command Headquarters and its four Detachments total 35 officer and 20 enlisted personnel who supported the Navy Talent Acquisition Groups nationwide. Personnel provided a variety of support to the NRC staff and to Military Entrance Processing Stations to assist with the processing of personnel within the supply chain. Additionally, the newly established Command Chaplain Candidate Program Officer unit assisted with professional development and training requirements of future chaplains.



NR Naval Leadership and Ethics Center personnel conduct a virtual SOLC course delivered via Zoom.



NR SEA uses eight senior enlisted personnel to augment SEA as Faculty Advisors (FAs) instructing distance learning as well as in-residence instruction.



