

NAVAL EDUCATION AND TRAINING VISION



A Global Force Trained and Educated



“ Always be looking to expand your horizons,
expand the depth of your knowledge ...believe
that everyday you live, you learn something new
...the drive to learn should never end and it also
opens great opportunities.”

Adm. Gary Roughead
Chief of Naval Operations

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Introduction

People are the Navy's most valued asset and investing in their training and education is essential to the future of the Nation. Our Nation requires an agile, adaptable, persistent, lethal and surge-ready force. Today, and in future operations, our highly trained Sailors and civilians deliver the required capability necessary to ensure stability, security and strength of our vital national interests. To remain successful, Naval Education and Training Command will provide Soldiers, Sailors, Airmen, Marines, and Coast Guardsmen, with the training and education necessary to meet evolving global challenges. An ever-changing environment requires us to build a force that can quickly adapt and respond to new challenges.

Today's Navy workforce is leaner, more versatile, and technologically proficient.

The Cooperative Strategy for 21st Century Seapower (the Maritime Strategy) expands the core capabilities of U.S. seapower to achieve a blend of peacetime engagement and major combat operations capabilities. Military forces will perform a broad range of missions from conventional and irregular warfare to humanitarian and disaster relief. They will foster and sustain cooperative



relationships with more international partners. Expanded cooperative relationships with other nations will contribute to the security and stability of the maritime domain. Our international training organization, Naval Education and Training Security Assistant Field Activity, builds trust and cooperation over time so strategic interests are continuously considered while mutual understanding and respect are promoted. Another key to fostering these relationships is development of cultural, historical, and linguistic expertise through the Center for Language, Regional Expertise and Culture. The force must also effectively operate within a diverse environment and be representative of the diversity of the nation. Diversity is a strategic imperative for the U.S. Navy and a diverse force is stronger, more relevant, and more flexible.

Navy's Total Force Vision for the 21st Century directs us to be a learning organization, providing a career continuum of training, education, and experiential learning and development. It further identifies education, training, and experience as the foundation upon which to build and enhance the critical knowledge, skills, and abilities key to workforce execution of future service and combatant commander requirements in an uncertain operational environment.

Our Vision:

- **A global force empowered with the training and education to protect national security and foster peace and prosperity.**



The key to success of any military strategy is people. They are our most valuable asset and their talents enable us to gain the advantage in warfighting, peacekeeping, or humanitarian assistance. Through professional diligence and dedication of the Naval Education and Training Command personnel, Soldiers,

Sailors, Airmen, Marines, and Coast Guardsmen will develop to perform the critical tasks of keeping our Nation secure. We will provide education and training necessary to promote peace and win in conflict. Effective training and education of the future naval force requires investing in capabilities that meet the complex, unpredictable challenges of tomorrow. We must be able to respond quickly and adapt effectively to the changing operational environment and to opportunities offered by advances in technology. Aligning with our learning partners, we will meet the challenges and opportunities of developing a broad competent military force with focused proficiency. It is critical that our training and education system fully integrate with these learning partners, including fleet commands, warfare enterprises, system commands, research and development commands, industry, academia, our sister services and have a strong relationship with the acquisition community. Trust and cooperation with international partners through our international and interagency training will help strengthen security and stability within the maritime domain. Naval Education and Training Command must prepare Sailors for the growing span of integrated operations throughout the world ranging from protecting national security to fostering peace and prosperity.

Our Mission:

- **To develop the workforce through education and training that builds personal, professional, and leadership skills.**

To succeed in our mission, we must:

- Provide the workforce with access to knowledge, when and where needed, and in the most beneficial form.
- Have seamless continuity between individual skills training, team training and on-the-job reinforcement.
- Be modularized, scalable, and tailored to deliver periodic and relevant material in Fleet concentration areas.

Guiding Principles:

...our guides for daily behavior and decision making at every level.

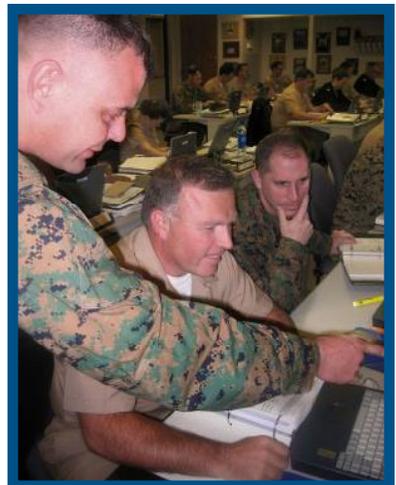
- Training and education is the Navy's asymmetric advantage.
- The Navy ethos and core values of honor, courage, and commitment guide our moral compass.
- Teamwork, collaboration, communication, coordination, and knowledge management contribute to our success.
- Greater cooperation and combined opportunities with our partners increase the value and efficacy of our training and education.
- Maintaining open, responsive relationships with our customers promotes integrity and trust.
- A culture of continuous learning enables our customers to develop to their fullest potential.
- Operational requirements drive our business.

Strategic Goals

Realization of our vision and execution of mission requires measurement against six strategic goals. None of the goals can stand alone, each supports and receives support from the others.

1. Aligned, synchronized and integrated: By aligning and synchronizing with learning partners, our products are fundamental to Fleet readiness.

Fully integrating learning initiatives with all stakeholders eliminates redundancy, optimizes resources, and standardizes processes. To achieve the goal, Naval Education and Training Command must align and synchronize with all our learning partners, including Fleet commands, Warfare Enterprises, System Commands, research and development activities, industry, academia, and our sister services. To respond to the needs of our two primary customers, Sailors and Fleet commands, we must integrate new learning requirements into major acquisition programs to ensure the resources for curriculum development, training equipment, training technology, and corresponding maintenance are included. Working in concert, system commands and the training organizations can keep pace with technological requirements by leveraging combined training resources. Training and education are fundamental to Fleet readiness. We must be able to quickly adapt our learning content to meet Fleet emerging requirements. By providing Fleet access to innovative technical training via the latest technology and learning support tools, we can significantly improve mission readiness.



2. Innovative and technically adaptable: We provide training and education that is optimized by technology.

Technology-based training is rapidly evolving, enhancing a wide range of learning opportunities. We must diligently research products available from academia, industry, and government to leverage learning innovations to optimize our return on investment. One innovative method or tool may not be the right answer for every course of instruction. To assess performance gaps effectively, we must evaluate and benchmark existing, new, and emerging technologies. We must consistently apply innovative, cost effective learning concepts that stimulate students' minds, enhance learning, and optimize individual job performance. The application of learning innovations in educational and training environments will improve Fleet readiness, and support the enduring and emerging challenges facing warfighters in the 21st century.

We must continually leverage new advances in technology to provide the most



effective cognitive learning strategies for our students. Today's technology may be high fidelity simulation, virtual reality gaming, and intelligent tutoring systems, but what does the future hold? Naval Education and Training Command will maintain currency by continually tracking academia, industry, and government best

practices. Job performance is critical in an asymmetric environment, and our students, using innovative techniques, will excel in learning, performance, self-confidence, and job satisfaction.

3. A performance driven organization: We optimize resources to meet demand and provide customers a highly trained and educated workforce.

Naval Training and Education must clearly demonstrate its value to our customers, specifically the Fleet, by positively affecting each Sailor's job performance. We will influence the efficiency and effectiveness of training and education by improving our performance management system. We must focus on understanding the significance of training and education to the Fleet and its impact on Sailor performance. While there is value in capturing training management data, such as student throughput, attrition, and time-to-train, this data does not correlate to a Sailor's job performance. A primary determinant of accomplishment is how well Sailors meet fleet performance criteria. We will leverage the Kirkpatrick training evaluation model, which provides a framework to assess student satisfaction, mastery of course content, performance on the job and impact on mission accomplishment. Our training and education programs will evolve as we incorporate learning and business measures essential to optimizing resources and meeting customer requirements. We will set targets through key performance indicators and measure them consistently. We will implement performance-driven learning solutions based on customer-focused feedback.

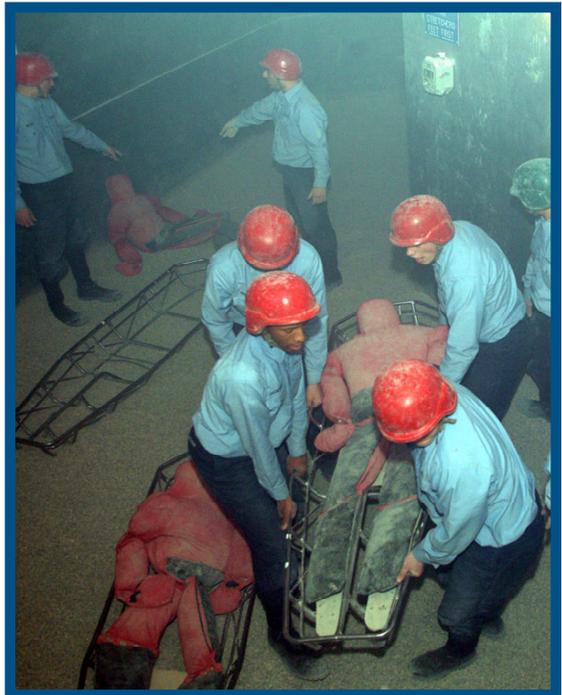
4. Learning and operations centric: We provide a learning continuum that is modular, scalable and operationally focused.

Department of the Navy's Human Capital Strategy asserts, in the 21st Century, the most sophisticated weapon system is the human brain, and our most powerful advantage is our people. The future force must be trained, ready to operate, and able to make decisions in traditional and nontraditional military areas, such as disaster response and stabilization. To fully prepare the workforce of today and prepare them for the future, the Navy must encourage and promote a culture of life long personal and professional development. We will tie curriculum to the operational work students will perform on the job. Navy instructors will be the foundation and more engaged in the process, bringing their unique knowledge into the learning environment. Learning continuums provide a vehicle to deliver modular, scalable, and tailored content, at periodic intervals, relevant to a Sailor's professional progression. Delivering a continuum across a person's career offers a clear and visible long-term roadmap to help shape a rewarding career.

Rapid advances in technology and the need to develop capabilities to defeat new and dynamic threats, demand greater agility, flexibility, and adaptability within the training and education environment. We must be responsive to shifting requirements and create an environment in which change can flourish. This demands creative learning solutions to meet operational priorities. Technology-based training such as e-learning, simulation, intelligent tutoring systems, performance support systems, and virtual reality, can provide highly personalized training with tailored immediate feedback and an opportunity to practice skills in realistic situations. Regardless of the training method employed, we must continue to diagnose the problem, understand the audience, build interesting and engaging content, provide effective program management, measure the results, and target improvements.

5. Globally accessible and portable: We provide training and education information via networks and instructors that are accessible anytime, anywhere.

The Naval workforce is mobile, dispersed, and globally postured. Our rotating labor force executes its mission at the highest levels of individual and team performance. However, job complexity and mission diversity demand an organizational commitment to a culture of learning. Continual access to training and education experts and emerging information is important. Delivery systems must reach the workforce when needed, providing access to training and education opportunities and training and education solutions 24/7. Advances in communications, information technologies, and data transmission are altering solutions at sea.



These advances require a methodology for Sailors at sea to remain current in their rating or specialty, including expanding Sailors' access to learning at sea that mirrors that available ashore. Access to training and education must be possible whenever and wherever needed, and as bandwidth, computational power, system reliability, and security improve, the differences between training and education obtainable ashore and at sea will narrow. With this improved IT capability, deployed Sailors will have access to shore based instructors and training and education content, vastly improving the agility and readiness of the Fleet. Just as we expect our Sailors to improvise and adapt to emerging challenges, so must our training. The Navy instructor corps will have a broader impact and more frequent interaction with individual Sailors across their career. As experts, they will be accessible to Sailors aboard ships or at a distant station.

6. Personal and Professional Development: We cultivate a culture of life long personal and professional development and academic excellence.

A highly skilled and educated workforce is essential to the Navy mission. We must encourage and promote a training and education culture that will harness the distinct talents of every individual, and foster a culture of empowerment and innovation. The key to our competitive success as an employer of choice is measured by the continued employment and personal and professional growth of our valued Sailors who are confident and capable of conducting complex



operations by land, sea, air, and cyberspace. Serving as the gateway to the Navy for the vast majority of officers and enlisted personnel, we must create an environment that challenges the status quo and encourages unconventional solutions to complex problems, to shape the force that will lead the Navy through the 21st century. Through our Naval ROTC Program, we will commission leaders who are college graduates, technically competent, motivated toward careers in the naval service, rich in potential for future development in mind and character, and linguistically and culturally versed. Additionally, via our STA-21 Program, we will select our best and brightest active duty junior Enlisted Sailors and provide them advanced education and professional development resulting in a commission for the individual and a stronger officer corps for the Navy.



We will exploit leading edge training and education strategies to empower Navy instructors, the cornerstone of our learning professionals, with the tools to deliver exceptional training. We will move to a seamless continuity between individual skills training and the waterfront. Instructors and students will achieve academic excellence and continuously develop, grow and adapt to meet changing requirements by cultivating a culture of life long personal and professional development. To assure employees have the opportunity to develop personally and professionally we must continue to invest in voluntary and funded education programs. We will provide continuing education opportunities for an already highly educated force as part of their professional compensation and development in the Navy.

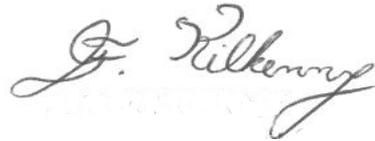
Conclusion

The leadership throughout the Naval Education and Training Command domain have come together to create this unified education and training vision. Together we are forging a path to deliver a diverse and highly skilled global force. Training and education are strategic investments and the Navy's asymmetric advantage. A highly competitive global workforce depends on having the agility, flexibility, and adaptability to deliver the right skills at the right time, and at the best value.

This strategy aligns with the Cooperative Strategy for 21st Century Seapower, (Maritime Strategy), Secretary of the Navy's Human Capital Strategy and Navy's Total Force Vision for the 21st Century. It focuses on training, educating, and culturally preparing the global force for the uncertain missions they will undertake.

We must develop the workforce through education and training that builds personal, professional and leadership skills by tailoring knowledge to the individual and providing access when and where needed through optimal use of technology. There must be seamless continuity between individual skills training and Fleet work, by periodic delivery of modular, scalable, and tailored curriculum. With our enterprise partners, we will prepare the maritime force with the broad portfolio of core capabilities required to support the nation's interest, with well-trained, well-educated and highly motivated people. Together we will succeed!

J. F. KILKENNY
Rear Admiral, U.S. Navy



“For us, as a service, education is a strategic investment — an investment in our people to operate the Navy of the future.”

**Vice Adm. Mark E. Ferguson III
Deputy Chief of Naval Operations (Manpower,
Personnel, Training and Education)**





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