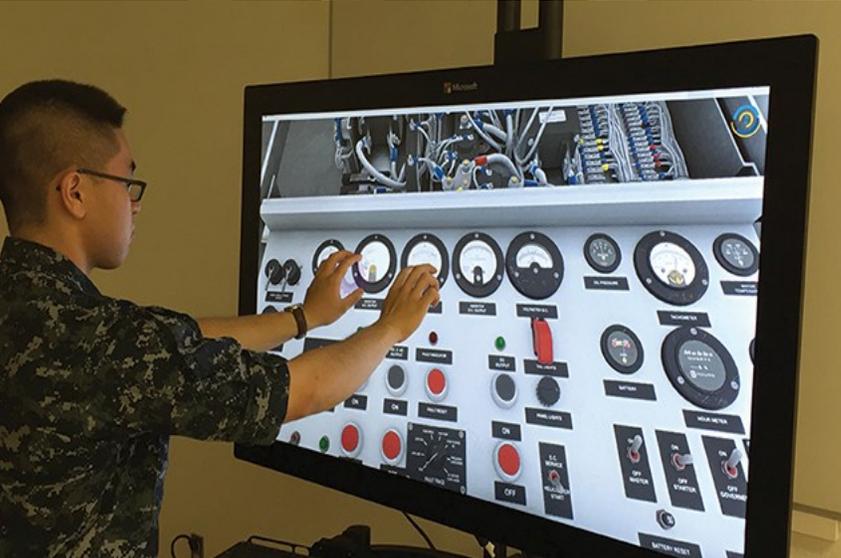




Naval Education and Training Command Fiscal Year 2017 Annual Report



FROM THE BRIDGE

I am pleased to present the Naval Education and Training Command's Annual Report for fiscal year 2017 which highlights our accomplishments for the past year, challenges for the future and the breadth and scope of who we are and what we do.

As we take full ownership of the entire "Street to Fleet" process in calendar year 2018, we do so while continuing to provide the Fleet with the best trained and educated Sailors in the world. Looking ahead, we need to ensure that every element of NETC remains agile and adaptable as we continue the pace of transition to Ready, Relevant Learning with emerging technology and new concepts. Moving forward as one team, we will merge our strengths and perspectives to make us even greater than the sum of our parts.

Since *FLEET READINESS STARTS HERE* at NETC - *we OWE the Fleet* the very best in training and education delivery. We *MUST* be *BETTER, FASTER* and *MORE EFFECTIVE* to *WIN* in today's competitive environment. Our Strategic Plan forms the foundation of our organization and requires an effort that is broadly inclusive, engaging personnel throughout the NETC Domain, from headquarters to learning sites, resource sponsors, fleet customers, key stakeholders, academia, and industry leaders.

As you read this, there are over 27,000 Sailors in commands around the world, being trained in the skills and abilities that keep our Navy the most formidable maritime force in the world, and our republic free. I am excited to lead Team NETC, and I want to share our story with you.

*Rear Admiral Kyle Cozad, United States Navy
Commander, Naval Education and Training Command*



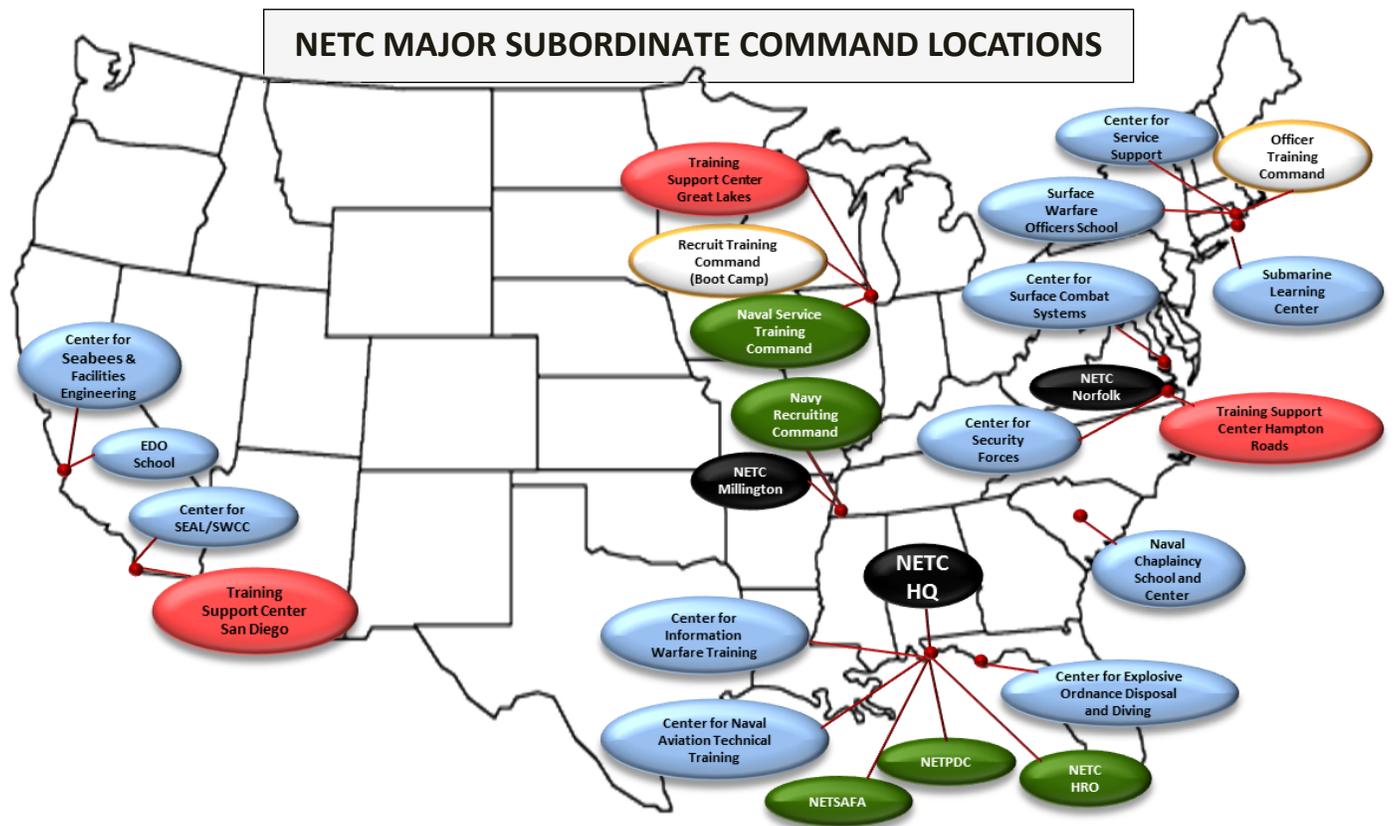
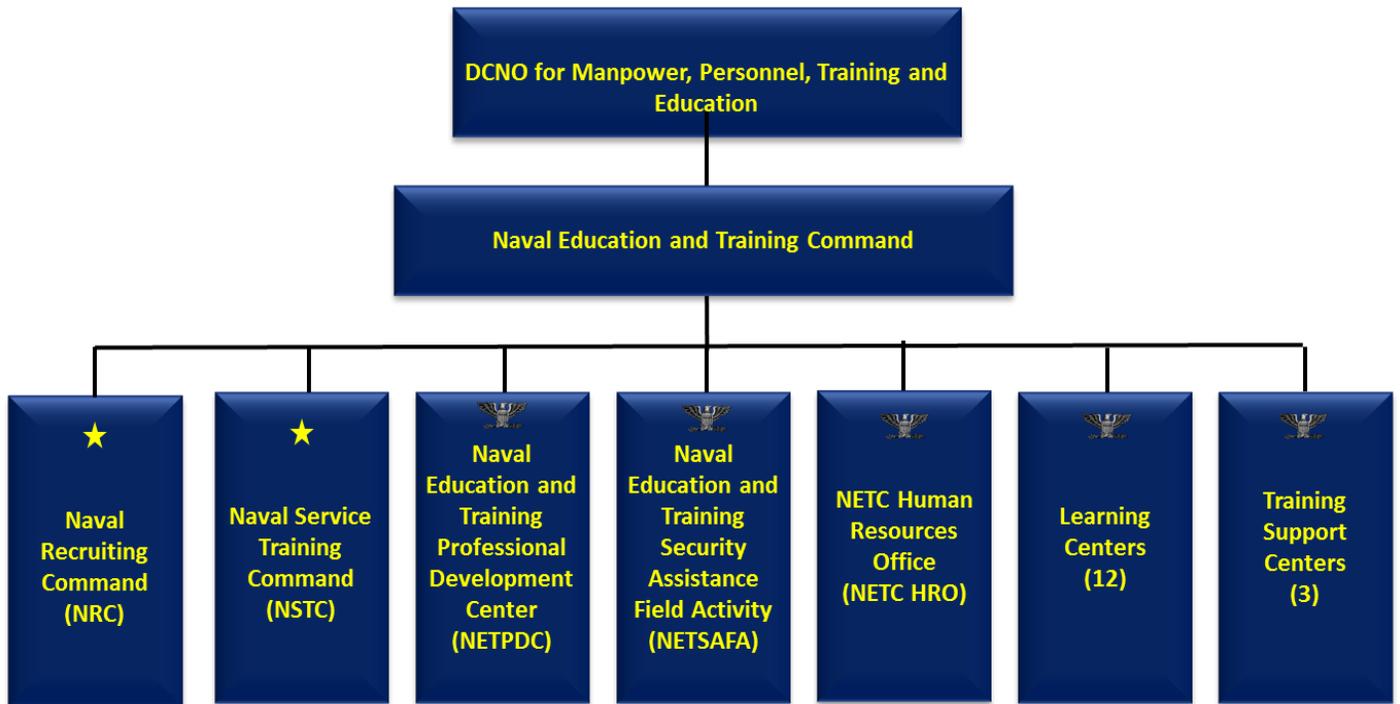


Learning Sites	Courses	Students
<p>236 including:</p> <ul style="list-style-type: none"> • Continental U.S. • Hawaii • Guam • Japan • Spain 	<p>4,574 including:</p> <ul style="list-style-type: none"> • Instructor-led • Interactive multimedia • Blended learning solutions 	<p>Daily, 27,671 under instruction including:</p> <ul style="list-style-type: none"> • Boot camp • OCS/ODS • A-schools • C-schools • F, T, and D schools
Funds Administered	Facilities	Workforce
<p>(Pre-decisional)</p> <p>\$1.99B</p> <p>including Pass-thru of \$416.8M</p>	<p>Approximately 16.6M sq. ft.</p> <p>Including:</p> <ul style="list-style-type: none"> • Barracks • Schools/classrooms • Galleys 	<p>(Pre-decisional)</p> <p>Total 12,683*</p> <ul style="list-style-type: none"> • 8,535 Military • 2,609 Civilian • 1,539 Contractor <p>8,294 Instructors</p> <p>*excludes Pass-thru</p>

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Command Organization Chart and Subordinate Locations Map



Note: Naval Recruiting Command was provisionally aligned under NETC effective 1 October 2017

NETC Product Portfolio

- Recruiting (NRC)
- Enlisted accession training (Boot Camp)
- Officer accession training (OCS/ODS/DCO)
- Rating-specific Apprentice / Journeyman / Master-level training ('A' and 'C' Schools)
- Functional training ('F', 'D', and 'T' Schools)
- Officer Development (ROTC)
- Citizen Development (JROTC)
- Voluntary college education via Tuition Assistance and Navy College Program for Afloat College Education (NCPACE)
- Academic:
 - Guidance and Assessment Testing
 - Academic Skills – Online Program
- Advancement In-Rate exam administration
- Personnel Qualification Standards (PQS) and Rate Training Manuals
- Inter-service Training (ITRO)
- International military student training (NETSAFA)
- Industry certifications (Navy COOL / USMAP)
- Language, Regional Expertise and Culture

NETC's Strategic Design

Our Vision: ***FLEET READINESS STARTS HERE** with an integrated team that focuses on force development and the country's greatest resource, our people, to maintain maritime superiority for the Nation. We are agile, responsive, and innovative in recruiting and training the Navy's future warfighters with urgency and speed.*

Guiding Principles



As the Navy's leader in Force Development, NETC has been issued a challenge to optimize each and every facet of our business, supplying the Fleet with mission capable Sailors. NETC is aligned with strategic initiatives, such as Sailor 2025 through the pillar of Ready, Relevant Learning and Transformation, as we continue modernizing and enhancing the way we recruit, train and produce Naval warfighters. We will exercise agility and maintain a proactive posture in transforming our business in order to win in tomorrow's uncertain and competitive global landscape.

Our Mission: *The Naval Education and Training Command recruits and trains those who serve our Nation, taking them from street-to-fleet by transforming civilians into highly skilled, operational, and combat-ready warfighters, while providing the tools and opportunities for continuous learning and development.*



Strategic Focus Areas

Innovation

We will meet the Fleet's future requirements by cultivating and capturing innovative ideas and processes to enhance training throughout the learning continuum.

Measure and Improve Training Effectiveness

We will optimize the process of measuring training effectiveness to rapidly improve training and provide the Fleet with mission-capable Sailors.

Agile and Adaptive Force Development

We will leverage state-of-the-art technology and processes to rapidly develop and deliver mission-oriented training at the point of need.

Data Driven Analytics

We will implement proven processes, identify key training and production metrics, and leverage data to make decisions.

Organizational Harmony

We will ensure the efforts across the NETC domain are synchronized and aligned to overarching vision and mission, higher headquarters' strategies, and focus on mission execution.

Center for Naval Aviation Technical Training (CNATT)



The largest of the Learning Centers, CNATT trains more than 78,000 students annually, in the U.S. and abroad. Every Sailor and Marine, whether officer or enlisted, preparing for a career in Naval Aviation attends training at one of the CNATT Learning Sites. From “Street-to-Fleet”, CNATT cultivates Sailors and Marines through a rigorous Integrated Production Process designed to meet the Fleet’s needs in the most efficient manner.

The Pensacola-based headquarters is responsible for 28 learning sites located throughout the continental United States, Hawaii, and Japan. With a staff of over 2,300 instructors, CNATT is responsible for developing curriculum, educational tools, training solutions, and professional development for 19 Navy Occupational Specialties, Airman/Airman Professional Apprentice Career Track (APACT), Aviation Maintenance Officer, Aviation Ordnance Officer, Aviation Fuels, Aircraft Launch and Recovery Equipment, Crash and Salvage, and Marine Aviation Supply Officer.

In 2017, Curriculum Control Authority for undergraduate Pilot, Naval Flight Officers (NFO), International, and Aircrew Candidate courses was transferred to the Chief of Naval Air Training (CNATRA) by NETC via a Memorandum of Understanding.



CNATT Detachment Point Mugu staff ribbon cutting ceremony to mark the official establishment of CNATT Detachment—Point Mugu, CA, and the opening of a new state-of-the-art schoolhouse. The school will provide maintenance training on the MQ-4C Triton Unmanned Aircraft System (UAS).

As a partner in developing Sailor 2025 initiatives, CNATT continues its role in developing Ready, Relevant Learning (RRL) continuums. During Fiscal Year 2017, CNATT conducted a Training Task Analysis for 15 aviation ratings to develop Block Learning recommendations as an interim step to RRL, reorganizing “As Is” training and delivery methods into blocks of training content, to be delivered closer to the time of actual use in the performance of the Sailor’s fleet duties. CNATT was recognized by the Council on Occupational Education (COE) as an institution that has maintained 40 continuous years of accreditation.



Center for Naval Aviation Technical Training (CNATT)

CAPT Eric J. Simon

Commanding Officer

Mr. Chuck Kicker

Executive Director

CMDCM Kirk D. Klawitter

Command Master Chief



A Navy Aviation Structural Mechanic instructor explains a riveting project to a Marine Corps student in the Naval Air Technical Training Center Metal Fabrication Lab.

Sponsors

Resources: OPNAV N98

Technical Guidance:

- Naval Air Forces
- U.S. Marine Corps Deputy Commandant for Aviation

Daily Average Onboard

4,813 students including:

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

2,310 instructors includes all services civilians and contractors

Grads/Courses/Locations

76,995 Graduates

982 Courses

28 Locations



Marine Corps students learn about the MV-22B Osprey during a CNATTU New River maintenance training course.

Center for Surface Combat Systems (CSCS)

On a daily basis, CSCS and its 14 learning sites and detachments execute the command's mission to develop and deliver surface ship combat systems training to achieve surface warfare superiority.

CSCS conducts training for nine enlisted ratings: Fire Controlman, Fire Controlman (Aegis), Electronics Technician, Interior Communications Electrician, Sonar Technician (Surface), Gunner's Mate, Mineman, Operations Specialist, Boatswain's Mate, and Surface/Seaman Professional Apprentice Career Track. CSCS also delivers specialized training for officer and enlisted Sailors required to tactically operate, maintain, and employ shipboard and shore-based weapons, sensors, and command and control systems utilized in the Navy.



CSCS Headquarters, Dahlgren, VA

In the
Spotlight



Ron Bateman, CSCS HQ Program Analyst, plays a key role in numerous training endeavors. He managed and executed 96 training Integrated Air and Missile Defense Advanced Warfare Training (AWT) events, 72 Antisubmarine Warfare AWTs, and 14 Ship Self Defense System AWT events for the CSCS domain. He successfully completed Eight Mobile Training Team (MTT) visits to USS Donald Cook (DDG 75), USS Ross (DDG 71), USS Porter (DDG 78), and USS Carney (DDG 64), which has better prepared them to execute their theater mission.

CSCS also provides training to many international students from Australia, Japan, Norway, Republic of Korea, and Spain. CSCS International Programs provides quality training to enable allied forces to develop ready teams capable of operations that maintain and expertly employ surface combatants. Furthermore, in the ever-advancing global society, CSCS implements a variety of technology enablers to achieve the ultimate goal of Ready, Relevant Learning. An example is the Littoral Combat Ship Training Facility (LTF), located onboard Naval Base San Diego. The facility employs high fidelity training systems ashore that enable accomplishment of the Train-to-Qualify and Train-to-Certify requirements.

The Aegis Ashore Team Trainer (AATT) onboard Naval Air Station Oceana

Dam Neck Annex serves a similar role in training and certifying rotational Ballistic Missile Defense Crews to serve at the Aegis Ashore site in Romania, and eventually the site in Poland in 2018. AATT allows CSCS to train, qualify, and certify U.S. Navy Sailors so when they arrive in theater they are immediately prepared to accomplish their mission.



LCDR Michelle Wiggins evaluates training aids during a tour of CSCS Unit Great Lakes schoolhouses to see, firsthand, how they train over 8,000 enlisted Sailors a year in the basic skills to correctly maintain, operate, and fight surface ships.



Center for Surface Combat Systems (CSCS)

CAPT Frank X. Castellano

Commanding Officer

Mr. Edward W. Gohring

Executive Director

CMDCM Adam C. Longsdorf

Command Master Chief

Daily Average Onboard

3,034 students including:

- Enlisted Ratings: BM, ET(SW), FC, FCA, GM, IC(SW), MN, OS, STG, S-PACT
- Officer Designators 111X, 116X, 611X, 612X, 616X, 618X, 7111, 7121, 7161, 7181
- U.S. Marine Corps, U.S. Coast Guard, U.S. Merchant Marine, U.S. Army, U.S. Air Force, and Civilians
- Foreign military

• **1,386** instructors

Grads/Courses/Locations

37,215 graduates

1,038 Courses

14 Locations, including: Continental United States, Hawaii, Japan, Spain



A student at the Electronics Technician and Fire Controlman "A" School prepares to troubleshoot a radar simulator partial task trainer (PTT).

Sponsors

- Resources: OPNAV N96
- Technical Guidance:
Naval Sea Systems Command



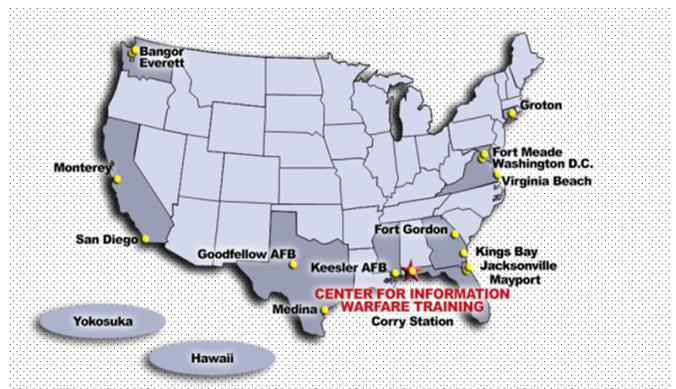
Littoral Combat Ship Training Facility simulator, Naval Base, San Diego, CA

Center for Information Warfare Training (CIWT)

Charged with developing the future technical cadre of the Navy's Information Warfare (IW) community, the Center for Information Warfare Training (CIWT) leads, manages, and delivers Navy and joint force training to over 20,000 students annually in the cryptology, information technology, and intelligence career fields.



As the IW mission and technology continues to evolve at an incredible pace, CIWT is focusing on not only providing the operational force with the skillsets they need to support the mission but with the ability and the tools to continue to teach themselves going forward. In FY17, CIWT further empowered its four large schoolhouse commands, giving them more capacity and responsibility, which included subordinating learning sites to them by mission and/or geographic lines of effort. While some tasks remain aligned to CIWT, one of the benefits is decision-making has been moved closer to where we train Sailors.



The Navy Language, Regional Expertise, and Culture (LREC) program and Navy Credentialing Opportunities On-Line (COOL), CIWT's two Navywide programs, also saw significant advances in FY17.

CIWT implemented its electronic warfare and cryptologic training modernization efforts in FY17. One major initiative was the Ships Signal Exploitation Space Increment E (SSEE INC E) Maintenance Antenna Workshop at IWTC San Diego. The workshop provided Cryptologic Technician Maintenance (CTM) Sailors with the operational skills to familiarize themselves with basic radar theory as well as troubleshooting and the management of cryptologic resources.

The Joint Staff made a determination to shift curriculum and training execution functions for Cyber Mission Force (CMF) teams from United States Cyber Command to the services, with Army, Navy, and Air Force assuming Joint Curriculum Lead (JCL) roles. CIWT was chosen as the Navy lead for cyber training execution and assigned JCL duties for Navy assigned curriculum responsibilities and CMF training responsibilities.



Seaman Ryan Brewer, a student in the Information Systems Technician (IT) 'A' school, practices installing a processing unit cooling system.



Center for Information Warfare Training (CIWT)

CAPT Bill A. Lintz

Commanding Officer

CDR Jeffrey P. Buschmann

Executive Officer

CMDCM Michael P. Bates

Command Master Chief

Daily Average Onboard

3,604 students including:

- Enlisted ratings: CTI, CTM, CTN, CTR, CTT, IS, IT, IT(S), ET, ET(S)
- Officer designators: 181X, 182X, 183X, 171X, 68XX, 78XX
- U.S. Marine Corps, U.S. Army, U.S. Air Force, U.S. Coast Guard
- Civilians
- Foreign military

829 instructors

Grads/Courses/Locations

20,690 Graduates

375 Courses

18 Locations, including: Continental United States, Hawaii, Japan



Cryptologic Technician (Collection) 3rd Class Cody Credille practices writing Morse code during the Basic Manual Morse Trainer course at Information Warfare Training Command Corry Station, Pensacola. Morse code is just one tool that Cryptologic Technicians use to perform collection, analysis, and reporting on communication signals.

Sponsors

Resources: OPNAV N2/N6

Technical Guidance: Navy Information Forces (NAVIFOR)



Cryptologic Technician (Technical) 2nd Class Nicholas Smith performs maintenance on an AN/SLQ-32(V)6 electronic warfare system as part of a new course at Information Warfare Training Command Corry Station.

Submarine Learning Center (SLC)

SLC is engaged in CNO's "Ready, Relevant Learning" (RRL) initiative which is assessing and building on enlisted rating learning continuums. SLC's vision is deeply rooted in the science of learning, to include taking full advantage of existing and emerging technology for knowledge transfer and skill development. SLC is well-postured to support and enact this RRL initiative, and continues coordination with stakeholders to improve submarine learning overall. To respond to these clear strategic changes within the Navy and across Navy training and to achieve needed and enduring modernization, in FY17 SLC implemented the following initiatives:

- Disseminated the Design for Submarine Shore Training to provide strategic focus and lines of effort towards continued improvement in instructor quality, course quality, and assessment quality.
- Expanded the Submarine On-Board Training (SOBT) Program. SOBT products provide a full spectrum of training tools designed to complement shore based curricula yet are still suited for training on the submarine using the submarine's local area network. SOBT provides modern delivery at the point of need, allowing Sailors to receive training more efficiently, whether at a learning site or aboard their operational units.
- Expanded Virtual Schoolhouse. The Virtual Schoolhouse (VSH) is a collaborative, distance learning environment that allows distributed students and instructors (often represented by personal avatars) to simultaneously or synchronously interact with each other through voice and chat while accessing a broad range of learning content, tools, and simulations within a persistent, 3D spatial virtual campus. Training in the virtual world is an efficient delivery method providing agility to adapt to the shifting needs of the Fleet.
- Matured the Virtual Schoolhouse and Training Technology Requirements Group (VTTRG). VTTRG is a collaboration of the six largest NETC Learning Centers to deploy virtual schoolhouse and emerging training technologies. VTTRG strives to transform our legacy training architecture into an agile continuum of learning that supports the increasingly complex needs of our Sailors in the Fleet.



Fire Control Technician 1st Class Laramie Dax Foster is an instructor and Master Training Specialist at Trident Training Facility Kings Bay, GA. Challenged by the arduous task of performing instructional test item analysis, FT1 Foster's innovative spirit and drive resulted in his creation of the Improved Test Item Analysis program (ITIA). ITIA automatically uses 20 complex formulas to conduct an in-depth analysis of test questions based on proven instructional methodology while providing references to the appropriate publications. For each instance of formula use, the average time is reduced to one-sixteenth the time required for the fastest method of manual calculation.



Submarine Learning Center (SLC)

CAPT Andrew C. Jarrett

Commanding Officer

Mr. Jonathan P. Houser

Executive Director

CMDCM Richard A. Marini

Command Master Chief

Daily Average Onboard

2,025 students including:

- Enlisted ratings: ETR, ETV, FT(S), STS, MTW(SWS), IT(S), MMA, MME(S), MMW(S)
- Officer designators: 112X, 117X, 62XX, 72XX

• **1,032** instructors

Grads/Courses/Locations

29,906 Graduates

806 Courses

10 Locations



A Sailor stationed in Groton, CT is enrolled in a virtual class, Basic Noise Principles, along with Sailors taking the same course in Kings Bay, GA, and Norfolk, VA.



The Virginia Ship Control Operations Trainer replicates the ship control station onboard the Virginia Class submarine and dynamically simulates the ship's submerged operational characteristics while providing basic and advanced training in normal and casualty control procedures for diving and surfacing, submerged operations, periscope depth operations, weapons launch evolutions, and high and low speed operations.

Sponsors

Resources: OPNAV N97

Technical Guidance: Naval Sea Systems Command

Surface Warfare Officers School (SWOS)

Headquartered in Newport, RI, SWOS has nine individual learning sites spread across the globe: Norfolk, VA, San Diego, CA, Great Lakes, IL, Mayport, FL, Bangor, WA, Pearl Harbor, HI, Fort Leonard Wood, MO, and Yokosuka and Sasebo, Japan.

SWOS is also establishing a training footprint and facilities in Rota, Spain, and Bahrain to support forward deployed Naval forces. SWOS prepares military, civilian, and international enlisted and officer personnel to serve in a wide variety of challenging billets at sea.

SWOS's largest Learning Site, SWOS Unit Great Lakes, offers the Navy's only apprentice training track for accession surface engineers and provides accession surface navigation training ("A" school) for Quartermaster personnel. At the learning sites in the Fleet concentration areas, SWOS provides the Fleet with engineering, damage control, firefighting, and navigation training.

In Newport, and at the Basic Division Officer Courses (BDOC) in San Diego and Norfolk, SWOS continues to instruct officers in leadership, management, navigation, seamanship, shiphandling, engineering, and maritime warfighting to develop the necessary skillsets to succeed across a lifetime of training. Through the use of its state-of-the-art training facilities, cutting edge training technologies, and comprehensive science of learning strategy, SWOS provides cost-effective and robust training to Naval personnel at the right level and at the right time to support and sustain the Navy's vision for training.



Electrician's Mate First Class Avanes P. Taylor is directly responsible for leading and mentoring 29 instructors in the delivery of 45 course curricula. Her deck plate leadership directly impacted Fleet readiness through the qualifying of 1,229 students annually at Surface Warfare Officers School Engineering Learning Site Norfolk, VA. She is integral to the Shipboard Calibration and the LPD 17, and LSD 41/49 electrical pipeline courses; equipping 336 Sailors with the knowledge to be successful technicians in the fleet. She successfully managed mission demands for four sites, providing outstanding customer service for multiple Instructors and support staff totaling 89 personnel.



Surface Warfare Officers School (SWOS)

CAPT Scott F. Robertson

Commanding Officer

Mr. Richard S. Callas

Executive Director

CMDCM Peter R. Dyksterhouse

Command Master Chief

Daily Average Onboard

1,691 students including:

- Enlisted ratings: DC, EM, EN, GSE, GSM, HT, MM(SW), MR, QM
- Officer designators: 1110, 111X, 113X, 116X, 117X, 13XX, 613X, 713X, 620X

721 instructors

Grads/Courses/Locations

71,758 Graduates

428 Courses

9 Locations



LT Matt Gallagher, LT Francis Turkson, LT Lynsey Brown, and LT Jake Huntley hone their team's restricted waters transit skills in the Full Mission Bridge Simulator at Surface Warfare Officers School Command, Newport, RI.

Sponsors

Resources: OPNAV N95/N96

Technical Guidance: Naval Sea Systems Command



Sailors attending the Small Valve Maintenance course demonstrating proficiency developed in the classroom.

Center for Explosive Ordnance Disposal and Diving (CENEODDIVE)

CENEODDIVE provides oversight and control of the career progression of Navy EOD technicians and Divers. Additionally, CENEODDIVE 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.



CENEODDIVE continues to lead initiatives aligned with DoN innovation, mobility, and high-velocity learning goals. Scalable Mobile Applications and Ready Training (SMART) development continues for the third year at Navy School of Explosive Ordnance Disposal, with indications that academic attrition has been lowered by 11.18%, providing students with “For Official Use Only” digital resources for off-campus study to include videos, quiz Apps, and EOD-specific Apps.

In March 2018, CENEODDIVE will complete a Defense Innovation Unit, Office of the Chief of Naval Operations (OPNAV N95)-sponsored partnership with industry to build a cloud platform. The prototype has quickly demonstrated a wide scope of benefits that modernize the learning environment using software to digest digital form inputs (e.g. grade sheets, etc.) from a mobile device App and automatically populate the data into the student’s gradebook. CENEODDIVE will continue in Fiscal Year 2018 to coordinate with the Combating Terrorism Technical Support Office, NETC, U.S. Fleet Forces Command and Navy Expeditionary Combatant Command to align efforts and enable rapid, ready learning.

Center for EOD and Diving Learning Sites





Center for Explosive Ordnance Disposal and Diving (CENEODDIVE)

CAPT James Turner

Commanding Officer

Mr. George Delano

Executive Director

CMDCM Joseph T. Howard

Command Master Chief

Daily Average Onboard

693 students including:

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

314 instructors – (Military Joint Services, Civilian, Contractor)

Grads/Courses/Locations

2,266 Graduates

35 Courses

3 Locations



Sponsors

Resources: OPNAV N95

Technical Guidance: Naval Expeditionary
Combat Command



Jennifer Holton, News Channel 7 WJHG, Panama City, FL, speaks with an instructor at Naval School Explosive Ordnance Disposal (NAVSCOLEOD) during a "day in the life of EOD" visit.

Center for Security Forces (CENSECFOR)

In 2016, CENSECFOR moved quickly to partner with a leading commercial innovator to establish the CENSECFOR Velocity Lab. The lab's charter is to leverage innovative ideas and technologies that instill high-velocity learning across the spectrum of CENSECFOR courses. The following are some of CENSECFOR's innovation success stories for 2017:

- **TellUs**: A fundamental step in improving training through quality instruction and the introduction of innovation is accelerating the feedback loop from students to course designers and CENSECFOR leadership. A commercial off-the-shelf Minimal Viable Product demonstrating all necessary functionality was introduced into the domain. The capability, called *TellUs*, was an overwhelming success, allowing feedback directly from students within hours of course completion.
- **MAVRiC**: The Velocity Lab is taking the concept of short video clip teaching and developing a series of products through a project called Multi-Angle Video Recording in Curriculum. (MAVRiC). MAVRiC is testing various visual learning aids with instructors and students demonstrating complex procedures and tactics, engaging students with sight and sound to create a more memorable learning experience and enhance student mastery. Other products are based on experiential learning where students watch other students or instructors perform the tasks.
- **Shooting Range of the Future**: Shooting Range of the Future is our concept where we will introduce commercial range targeting and feedback systems tailored for our shooting courses. Our concept projects target images onto a live fire screen, tracks each round, and uses a gaming engine to have the target image interact with the strike. Targets fall, metal targets ring with sound, and moving targets at various distances simulate real-world experiences. Shoot or No-Shoot decision making can be trained using video clips of Opposing Force (OPFOR) and hostages in live fire scenarios.
- **Immersive Training**: Training Sailors and preparing them for what they might face in the Fleet is more important than ever with today's threats. Current training platforms are limited in providing students a real-life look into all they may face. The Immersive Training utilizes 360-degree imagery to provide a look into real world Fleet scenarios by providing an immersive, first person perspective, that engages with sight and sound. CENSECFOR had the opportunity to capture 360-degree imagery of the Chesapeake BRIG, this imagery is being introduced into the corrections course, giving them a first-hand look into what they might expect to see in the Fleet.



LCDR Ian Garrison, CENSECFOR DET San Diego, participates in a virtual reality scenario in the CSF Velocity Lab during the CENSECFOR 2017 Innovation Summit.



**Center for Security Forces
(CENSECFOR)**

CAPT Stephen S. Erb

Commanding Officer

Mr. Larry A. McFarland

Executive Director

CMDCM Alexandre J. Hebert

Command Master Chief

Daily Average Onboard

1,208 students including:

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

519 instructors

Grads/Courses/Locations

33,224 Graduates

88 Courses

14 Locations



Naval Technical Training Center Instructor, Sgt. Kyle E. Bazner, briefs Force Cell Extraction Team members prior to a force cell extraction exercise to move an unruly and/or uncooperative prisoner safely from one cell to another.



Gunner's Mate 2nd Class Sean Douglas, assigned to USS Winston Churchill (DDG 81), demonstrates proper sight alignment and operation of the M240B Machine Gun while under instruction at Center for Security Forces Detachment Chesapeake, VA.

Sponsors

Resources: OPNAV N95

Technical Guidance: Naval Expeditionary Combat Command

Center for Service Support (CSS)

CSS provides initial and advanced skills training for the Naval Administration, Logistics, and Media services. To do this, CSS interfaces with the supported Naval communities and Fleet customers to validate training requirements and ensure alignment of these objectives.

CSS also leverages training opportunities with the Surface Warfare Officers School, Naval War College, Naval Leadership and Ethics Center, and Senior Enlisted Academy ensuring all Supply Corps Officer graduates are prepared to provide global logistics and quality-of-life support to the Navy and joint warfighter.

Some noteworthy highlights from FY2017:

- CSS was recognized by the Council on Occupational Education (COE) with an award at the annual meeting in San Antonio, Texas, as an institution that has maintained 35 continuous years of accreditation.
- CSS coordinated and implemented block learning for the Logistics Specialist (LS) rating as part of the Sailor 2025 initiative. LS was the first block learning implementation Navy-wide and was cited as a model for other ratings to follow.
- CSS rapidly responded to a critical training need for Navy Personnel Support Detachment employees at the request of the Assistant Secretary of the Navy and PERS-2 by scheduling and convening military Personnel Specialist (PS) "A" school, PS Travel Pay, and PS Fiscal courses modified to meet the needs of civilian General Services (GS) employees.



Culinary Specialists from Class 64 test their breakfast knowledge during a skills evaluation portion of the Culinary Specialist 'A' school course at Center for Service Support Learning Site, Fort Lee, VA.



Center for Service Support (CSS)

CAPT Jonathan B. Haynes

Commanding Officer

Mr. Frederic M. Schomburg

Executive Director

CMDCM Craig R. Cole

Command Master Chief

Daily Average Onboard

741 students including:

- Enlisted ratings: CS, CS(S), LS, LS(S), MU, PS, SH, YN, YN(S), MC
- Officer designators: 310X, 651X, 751X
- U.S. Marine Corps
- Civilians
- Foreign nationals

141 instructors

Grads/Courses/Locations

8,345 Graduates

104 Courses

10 Locations



Musician First Class Matthew Stuver, performs a saxophone solo during a unit leader course performance at the Naval School of Music.

Sponsors

Resources: OPNAV N1

Technical Guidance: MPT&E



CSS Detachment Defense Information School (DINFOS) – Harry Lockley, Advanced Broadcast Subjects instructor, teaches U.S. Navy Seaman Jordan Twiss, an Electronic Journalism Course student from St. Paul, MN, about interview techniques.

Center for Seabees and Facilities Engineering (CSFE)

CSFE, located at Naval Base Ventura County (NBVC), Port Hueneme, CA, manages and develops construction, facilities engineering and environmental training curriculum, and oversees the training and development of naval facilities engineering and construction professionals by providing the essential skills and knowledge needed to support career growth and Fleet readiness.



The Civil Engineer Corps Officers School (CECOS) is located at NBVC, and shares facilities with the Center for Seabees and Facilities Engineering. CECOS supports agencies throughout the Department of Defense, providing courses in Seabee Readiness, Environmental Readiness, Energy Management, Facilities Acquisition, Public Works, Construction Management, and Civil Engineer Corps Officer Basic Qualification.

Naval Construction Training Center, Port Hueneme, CA, is an Interservice Training Review Organization (ITRO) partner and hosts Construction Mechanic 'A' School for Navy and Air Force accession students and provides Advanced Courses for all construction ratings and various other courses supporting special construction skills requirements to include Water Well Drilling and Blasting and Quarry Operations.

Naval Construction Training Center, Gulfport, MS, is an ITRO partner and hosts Builder 'A' School for Navy, Air Force, and Army accession students and stand-alone training for the Steelworker rating's "A" School. The command provides advanced courses for all Seabee ratings and various other courses supporting special construction skill requirements, to include Cable Splicing.

CSFE Detachment, Sheppard Air Force Base (SAFB), is located in Wichita Falls, TX. An ITRO partner, it is hosted by the U.S. Air Force and instructs Construction Electrician and Utilitiesman 'A' School for Navy, Air Force, and Army accession students and provides Navy-unique training for Pole Climbing.

CSFE Detachment, Fort Leonard Wood is located at Fort Leonard Wood, MO. It is an ITRO partner, hosted by the U.S. Army, instructing Equipment Operator and Engineering Aide 'A' School for the Navy. The Detachment provides Navy-unique training for Forklift Operations, and provides instructor and administrative support for Navy students attending Mobile Utilities Support Equipment training.



Center for Seabees and Facilities

Engineering (CSFE)

CAPT Glenn W. Hubbard

Commanding Officer

Mr. David Lu

Executive Director

CMDCM Scottie L. Cox

Command Master Chief

Daily Average Onboard

965 students including:

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

208 Instructors

Grads/Courses/Locations

14,853 Graduates

223 Courses

5 Locations



CSFE Learning Site China Lake, Ridgecrest, CA – Water well drilling training

Sponsors

Resources: OPNAV N95/N45

Technical Guidance:

- Naval Expeditionary Combat Command
- Naval Facilities Engineering Command



CSFE Detachment Fort Leonard Wood, MO, students learning to operate heavy equipment.

Naval Chaplaincy School and Center (NCSC)

Chaplain and Religious Program Specialist (RP) instructors at NCSC provide Fleet experience and a unique insight into the morale, welfare, and spiritual care of Sailors, Marines, Coast Guardsmen, and their families. These leaders instruct the Basic Leadership Course (BLC), Intermediate Leadership Course (ILC), and Advanced Leadership Course (ALC) for chaplains, Religious Program Specialist 'A' school, and Religious Program Specialist Managers' (RPM) courses for RPs. Students receive instruction in leadership, management, administrative functions, logistical support, religious offering fund accounting, and the Naval directives and regulations that pertain to the delivery of religious ministry across the conflict continuum.

— *Mission* —

To develop and deliver religious ministry training to achieve fleet readiness.

— *Vision* —

A passion for EXCELLENCE in professionalism, professional Naval chaplaincy, professional development and professional satisfaction.

This year, NCSC successfully piloted the redesigned RP 'A' school course. The new course saw significant improvements in lesson plans, training guides, interactive courseware, and computer aided instruction media. This year NCSC also conducted a Training Requirements Review (TRR) of the BLC. The TRR brought together Flag leaders, Senior Supervisory Chaplains and Senior Enlisted Leaders from the Fleet, OPNAV, Naval Installations Command, Naval Reserve, Bureau of Medicine, U.S. Marine Corps, and U.S. Coast Guard for a week of intense discussions to improve the content and delivery of the Professional Naval Chaplaincy BLC.

NCSC exceeded the standards set by the Council on Occupational Education (COE) and the International Association for Continuing Education and Training (IACET) by reaffirming both accreditation credentials. These accreditations allow NCSC to provide the Ready, Relevant Learning that fits perfectly into the framework of Sailor 2025.

The Professional Development Training Course delivers annual training to Chaplains and RPs serving worldwide with the Navy, Marine Corps, and Coast Guard. This year's theme was "The Role of Chaplaincy in the Face of Violence." NCSC subject matter experts delivered this course to Chaplains and RPs at 12 Fleet concentration areas in California (3 sites), Florida (2 sites), Hawaii, Italy, Japan, North Carolina, Virginia (2 sites), and Washington.



Religious Program Specialists (RP) collaborate on a project during the RP Managers' Course. The eight week course is for E5-E6 RPs that desire to increase their character and competency as leaders.



Naval Chaplaincy School and Center (NCSC)

CAPT Steven R. Moses

Commanding Officer

CDR Matthew K. Berrens

Executive Officer

RPCS (SW/SCW) Tameca E. Brown

Command Master Chief

Daily Average Onboard

56 students including:

- Enlisted rating: RP
- Officer designators: 410X

11 instructors



Grads/Courses/Locations

2,435 Graduates

14 Courses

5 Locations



Students in the Basic Leadership Course face challenges at the Religious Ministry Team Exercise (RMTEX) that boost their confidence in one another and themselves. The training equips new chaplains with the skills to excel in many different expeditionary environments.

Sponsors

Resources: OPNAV N1

Technical Guidance: Navy Chief of Chaplains



Chaplains graduating from the BLC receive orders to locations around the globe. The students pictured stand ready to meet the rigorous demands of providing for the religious ministry needs of Sailors, Marines, Coast Guardsmen, and their families.

Center for SEAL and SWCC (CENSEALSWCC)

CENSEALSWCC is the Learning Center aligned to the Naval Special Warfare enterprise. CENSEALSWCC works to develop Naval Special Warfare's flagship weapon system and capital resource – its People – to be the best Special Operations Forces leaders in DoD through professional growth, advanced, and voluntary education and career path management. This is accomplished by providing a personal and professional development continuum of leadership and character growth through training and education during an individual's career in Naval Special Warfare. CENSEALSWCC focuses on three lines of effort for SEAL and SWCC personnel within the Naval Special Warfare enterprise:

- Professional and Leader Development
- Advanced Education
- Career Management



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 special operations personnel, to provide professional development curriculum to E6 Leading Petty Officers, E7 Leading Chief Petty Officers, O3 Lieutenant Officers in Charge, O4 Troop Commanders, E8 Senior Enlisted Advisors, Chief Warrant Officers, and the O5/E9 CO/CMC leadership teams going into command positions. These courses are conducted during the inter-deployment training cycle to prepare tactical and operational leaders for deployment to a Joint, Interagency, Intergovernmental, or Multinational environment.

In FY17 CENSEALSWCC added two new courses to the professional development continuum for SEAL and SWCC personnel - the Troop Leaders Course and the Chief Warrant Officer (CWO) Prep Course. The Troop Leaders Course prepares the Troop Commander and Senior Enlisted Advisor (O4/E8) for increased levels of responsibility in Joint and Inter-Agency operational coordination, the Targeting Cycle, Battle Tracking, Ethics, and Combat/Operational Logistics. The CWO Prep Course prepares newly selected SEAL and SWCC CWO's for their first CWO assignment, covering a variety of professional development and organizational business topics to include: CWO roles and responsibilities, CWO career management, Force Readiness, Operational Cycle, Inter-Agency coordination, schools management, and contracting.

CENSEALSWCC continuously works to expand Voluntary Education degree opportunities for the Special Operations (SO) and Special Boat Operator (SB) ratings. This effort, along with providing briefings and individual counseling on U.S. Navy education programs and Voluntary Education resulted in over 1,690 Naval Special Warfare Sailors enrolling in degree programs.



**Center for SEAL and SWCC
(CENSEALSWCC)**

CAPT John "Dane" Thorleifson

Commanding Officer

Mr. Ronald Cooper

Executive Director

SOCM(SEAL) Walter S. Dittmar

Command Master Chief

Daily Average Onboard

11 students including:

- Enlisted rating: SO, SB
- Officer designators: 1130, 7150, 7170

7 Instructors

Grads/Courses/Locations

434 Graduates

9 Courses

1 Locations



In the Spotlight



Ms. Laura Stacey serves as a program analyst in the Professional Military Development and Education Department at CENSEALSWCC where she performs all student management functions. Serving as the command's primary coordinator for the first ever Naval Special Warfare Spouse Seminar she created the schedule, lining up support, and managed travel arrangements for spouses of current and prospective COs/CMCs to participate in 4 days of presentations and discussions. Additionally, she helped develop new processes and procedures that have been essential to the continued improvement of the LPO Prep Course and the Platoon Leader Course, and also worked closely with the Naval Postgraduate School to fully realize the potential of their Learning Management System.



Sponsors

Resources: OPNAV N95

Technical Guidance: Naval Special Warfare Command



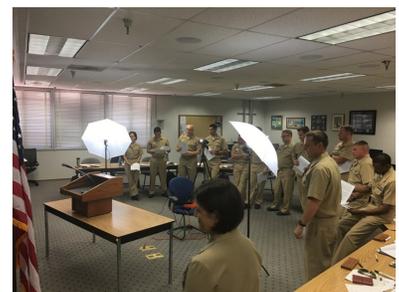
Engineering Duty Officer School (EDO)

EDO School serves as the central hub for the EDO Community. Every qualified EDO in the Navy today has walked across the school's brow as both new qualification candidates and then again as senior officers on their way to leadership positions throughout the Navy. Engineering Duty Officers, in any given year, are responsible for the execution of approximately one third of the Navy's total budget. We lead efforts and organizations in the research and development, procurement, modernization, and maintenance of the Navy's surface ships and submarines.

This year, the school has served as the lead development center for the EDO Community in support of the CNO's Navy Leader Development Framework (NLDF). The EDO's have a much sought-after framework for career and leadership development which the community has leveraged for years. EDO School has been collaborating with the Naval War College and our Senior EDO Flag Officers to bring this framework forward in support of a more agile and responsive fleet. The tenants of the framework are aligned to the CNO's "Design for Maintaining Maritime Superiority" and Commander, Naval Sea Systems Command's "Campaign to Expand the Advantage."

The school took on the challenge of adding more immersive and hands-on curriculum in our Basic Course of instruction. RADM Mike White, former NETC Commander, noted that "when the Navy faces really hard technical problems, they turn to the EDO Community." EDO School has used that mantra to springboard the effort to include more interactive scenarios for learning where the students solve more difficult problems related to acquisition. The school is investing in technology that will help new EDOs understand the benefits and potential drawbacks of making decisions in research and development, procurement, and maintenance of a program. This augmentation of the curriculum will provide a similar situation to the cost, schedule, and performance tradeoff decisions they will make regularly in future billets and leadership positions.

EDO School has expanded the leadership education and critical thinking efforts of its Senior Course. The school has been leveraging the High Consequence Event (HCE) syllabus developed by EDOs from the Strategic Systems Program (SSP) for several years. The HCE exercises and discussions have been a favorite of the community's newly selected Commanders. This year, the school added videos of the events in the HCE syllabus to provide an even deeper look into the situations and personnel who were involved in their occurrence. These videos helped increase the understanding of how the events happened and also how the people involved made their decisions which led to the HCE. This focused discussion with the students will help their organizations to limit and possibly eliminate High Consequence Events in the future.





Engineering Duty Officer School (EDO)

CAPT Thomas A. Trapp

Commanding Officer

CDR Charles A. Schlise

Executive Director

CDR Catherine W. Boehme

Executive Officer

Daily Average Onboard

7 students:

- Officer designators: 1440, 1445, 1460 and 1465

3 instructors

Grads/Courses/Locations

120 Graduates

3 Courses

1 Locations

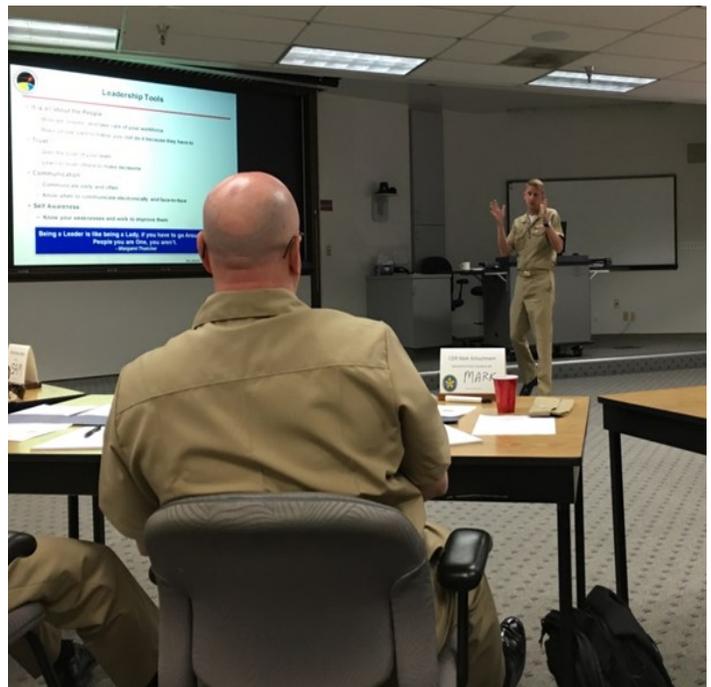


Basic Course students are introduced to the Littoral Combat Ship Mission Package Support Facility at NSWC Port Hueneme, CA.

Sponsors

Resources: OPNAV N1

Technical guidance: Surface Warfare Enterprise and Undersea Enterprise



RDML Johnny Wolf, Program Executive, AEGIS BMD, discusses leadership lessons with EDO Senior Course students.

Training Support Center—San Diego (TSC-SD)

In 2017, TSC-SD provided centralized student management and infrastructure support in the Southwest Region for 64,544 students who trained at 22 NETC learning sites, and supported 185 international military students, hailing from 24 countries. TSC-SD confirmed 335,904 training seat reservations for 2,003 courses taught throughout the Pacific in support of 783 operational units in the U.S. Pacific Fleet. TSC-SD responded to 56,550 requests from Fleet units for individualized training requirements not readily available through the normal distribution system.



Training Support Center—Hampton Roads (TSC-HR)

TSCHR's mission is to provide centralized student management and infrastructure support to learning centers and sites in the Hampton Roads area of responsibility, as well as direct support to the Fleet through an aggressive liaison service between Fleet Training Officers and learning centers/sites schedulers. New innovations and technologies are being implemented in a move designed to target Fleet training shortfalls, by expanding TSC-HR's highly effective unit level training assessment and planning tool to include all units within a Carrier Strike Group. This initiative will enhance and expand the NETC's supporting role for the Optimized Fleet Response Plan (OFRP).



Training Support Center-Great Lakes (TSC-GL)

TSC-GL, composed of 347 military and civilian staff, receives approximately 33% of all Navy Boot Camp graduates. In FY17, the average onboard population was 3,775 Sailors undergoing apprentice-level

training. TSC-GL strives to create an environment that fosters personal and professional excellence. In our effort to assist students in facing the physical and mental challenges of a military career we implemented the "21st Century Sailor" initiative to preserve the skills and talent of our fighting force.

The initiative is a set of objectives focused on wellness that maximizes the Sailor's personal readiness. It advances progress in our readiness, safety, physical fitness, and inclusiveness.



*TSC-GL is the 2017 winner of
the NETC Training Support
Excellence Award*



**Training Support Center
San Diego (TSC-SD)**

CAPT Michael S. Feyedelem

Commanding Officer

CDR Stephen M. Vossler

Executive Officer

CMDCM Daniel Marsch

Command Master Chief

Daily Average Onboard

2,391 students

5 Life Skills instructors



TSC-SD military personnel and civilian staff



Prospective Commanding Officers and Executive Officers are briefed on TSC-SD roles and responsibilities.

Grads/Enrolls

64,544 Graduates



Student Management Personnel process students at the beginning of the week.

Sponsors

Resources: OPNAV N1

Technical: MPT&E



**Training Support Center
Hampton Roads (TSC-HR)**

CAPT Matthew S. Rick

Commanding Officer

Mr. James R. McMillan

Executive Director

CMDCM Keith A. Webb

Command Master Chief

Daily Average Onboard

3,341 students

6 Life Skills instructors



Chief Cryptologic Technician (Collection) Priscilla Farnsworth, TSC-HR, Student Management Dam Neck, conducts student check-in indoctrination. Dam Neck is one of TSC-HR's five regional support offices located at Naval Air Station (NAS) Oceana, NAS Oceana-Dam Neck, Joint Expeditionary Base Little Creek - Fort Story, Naval Support Activity Northwest Annex, and Naval Station Norfolk.

Grads

93,155 Graduates



International Military Students Office, Foreign Student Field Studies (FSP), students during a fieldtrip to Washington, D.C., where they learned about U.S. history and civics. The FSP objective is to provide a "real life" view of U.S. society, institutions, and goals, outside of the classroom.



Lt. Carry Shinn, TSC-HR Chaplain, teaches Sailors and Marines the Importance of Character Resilience.

Sponsors

Resources: OPNAV N1

Technical: MPT&E



**Training Support Center
Great Lakes (TSC-GL)**
CAPT Mark A. Meskimen
Commanding Officer
Mr. Michael Bilak
Executive Director
CMDCM Randall S. Reid
Command Master Chief

Daily Average Onboard

3,775 students

23 Life Skills instructors



Members of the student color guard team at Training Support Center Great Lakes perform duties at Region Legal Service Office Midwest change of command.



Navy Military Training Instructor Fire Controlman Rogrigo Martinez teaches a LifeSkills course to indoctrination students at Training Support Center Great Lakes.

Grads/Enrolls

40,001 Graduates



Training Support Center Command Master Chief Randy Reid pins on a red and white aiguillette on Navy Military Training Instructor Electrician's Mate 2nd Class Ana Libstorff.

Sponsors

Resources: OPNAV N1

Technical: MPT&E

Naval Service Training Command (NSTC)

Serving as the "Quarterdeck to the Navy," NSTC is the entry point into the Navy for all officers and enlisted personnel with the exception of the United States Naval Academy. Through the NROTC, NJROTC, and NNDCC programs, NSTC develops high school and college students who are technically competent, motivated toward careers in the Navy and Marine Corps, rich in potential for future development, and linguistically versed to commission them as Navy and Marine Corps Officers with the knowledge and skills to progress to the highest responsibilities of command, citizenship, and government.



Recruits in formation at Recruit Training Command.

Recruit Training Command (RTC), Officer Candidate School (OCS), Naval Reserve Officers Training Corps (NROTC), collectively referred to as Naval Accessions Training, are refocusing curriculum and emphasizing critical skills and core competencies through tactile training programs in firefighting, damage control, seamanship, and watchstanding to develop and distribute America's best and brightest talent to give our Navy a competitive edge.



Chief of Naval Operations (CNO) Adm. John Richardson observes line handling training aboard the USS Marlinspike Seamanship Trainer at Recruit Training Command in Great Lakes, Ill. CNO and Master Chief Petty Officer of the Navy Steven Giordano toured the Navy's largest simulator, USS Trayer (BST 21), a 210-foot-long replica of an Arleigh Burke class guided missile destroyer.

Recruit Training Command (RTC) supplies the Fleet with apprentice-level Sailors ready for follow-on training. Continuously striving to align with the learning preferences of its students to enhance performance, RTC utilizes the Damage Control Trainer, a game based training system, to facilitate the practice of firefighting, flood control, and mass casualty response skills; employs classroom polling technology to increase student engagement; and is leveraging state of the art mobile technologies through the e-Sailor initiative to transform Recruit training and enhance curriculum delivery methods to increase training effectiveness.



Naval Service Training Command
(NSTC)

RDML Mike Bernacchi

Commander

Dr. Guerry "Rusty" Hagins

Executive Director

CMDCM(AW/SW) Matt Laing

Command Master Chief



First class petty officers from various commands throughout the nation participate in the fire fighting application lab during the Back to Boot Camp program Aug. 29 at Recruit Training Command.

NROTC/NJROTC/NNDCC

4,162 NROTC scholarships in

77 host units

91,897 NJROTC & NNDCC Cadets
at 611 high schools

Daily Average Onboard

6,310 recruits

462 Officer candidates



NJROTC drill team being evaluated.

Grads

- **38,580** Sailors
- **1,105** Officers, OCS
- **971** Officers, ODS
- **1,083** Officers, ROTC(USN and USMC)



Officer candidates await their official appointment as Navy ensigns during an Officer Candidate School graduation held at Kay Hall onboard Naval Station Newport, RI.

Naval Education and Training Professional Development Center (NETPDC)

NETPDC's Voluntary Education Department (VOLED) administers the off-duty Voluntary Education programs to include Tuition Assistance, Navy College Program for Afloat College Education, United Services Military Apprenticeship Program (USMAP), and Officer and Enlisted Special Graduate-level Education programs within the Navy. In addition to the pursuit of higher education, Navy VOLED helps Sailors earn Department of Labor Certificates of Completion of an apprenticeship through USMAP, which enhances professional development within their rates, as well as better prepares Sailors for their transition once they leave the Navy. VOLED will continue to develop innovative solutions that will enhance self-service capabilities by leveraging technology and mobile applications to ensure no customers are disadvantaged.



Graduates served by Navy College Office in Yokosuka, Japan.

The Navy Advancement Center is responsible for Navy-wide administration of the Navy Enlisted Advancement System, including development and distribution of examinations for Navy-wide administration; evaluation and rank-ordering for all candidates for advancement; application of advancement quotas from CNO; and issue of authority for advancement of enlisted personnel to pay grades E-4 through E-9. The NAC also produces and publishes advancement-related products such as exam specific reference lists and serves as the principle advisor to OPNAV N132 on advancement policy issues.

The Resources Management Department serves as principal advisor to the Commanding Officer and other senior managers on resources management matters such as funding limits, usage, and efficiency. They provide funds administration services for NETPDC, NETC Headquarters, NETC centrally managed programs, Naval Service Training Command accessions programs, other assigned MPT&E activities, as well as financial systems support, logistics, and procurement support services for NETC and NETPDC.



Master Chief Petty Officer of the Navy Steven Giordano (center) observes the scanning process for Navy Advancement Examinations during his tour of the Navy Advancement Center.



Naval Education and Training Professional Development Center (NETPDC)

CAPT Kertreck V. Brooks
Commanding Officer

Mr. Markus K. Hannan
Executive Director

ETMCM(SS) James Berhalter
Command Master Chief

Navy Advancement Center

250,914 Advancement Exam Answer
Sheets Processed

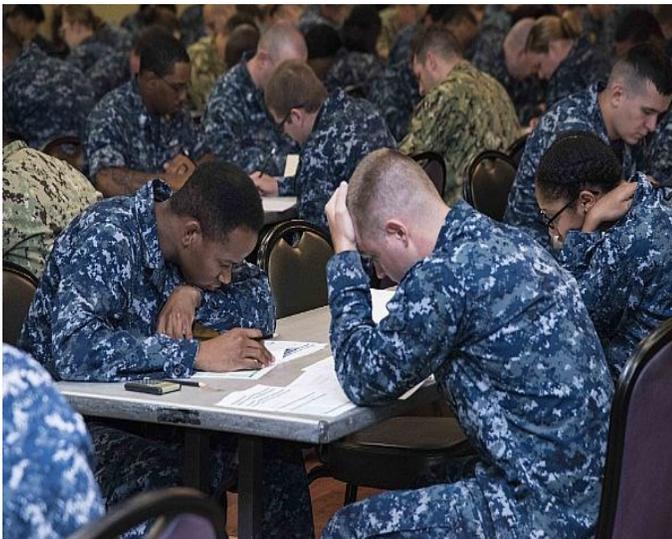
531 Advancement Exams Developed



Education Fairs such as this one held by Navy Region Northwest serve as opportunities for Sailors to gather information on colleges offering courses on local bases.

Training Support

- **\$82.7M** Navy Training Product and Service Contracts



Sailors assigned to the aircraft carrier USS DWIGHT D. EISENHOWER (CVN 69) take the First Class Petty Officer advancement exam in the Scott Center Annex at Norfolk Naval Shipyard.

Voluntary Education

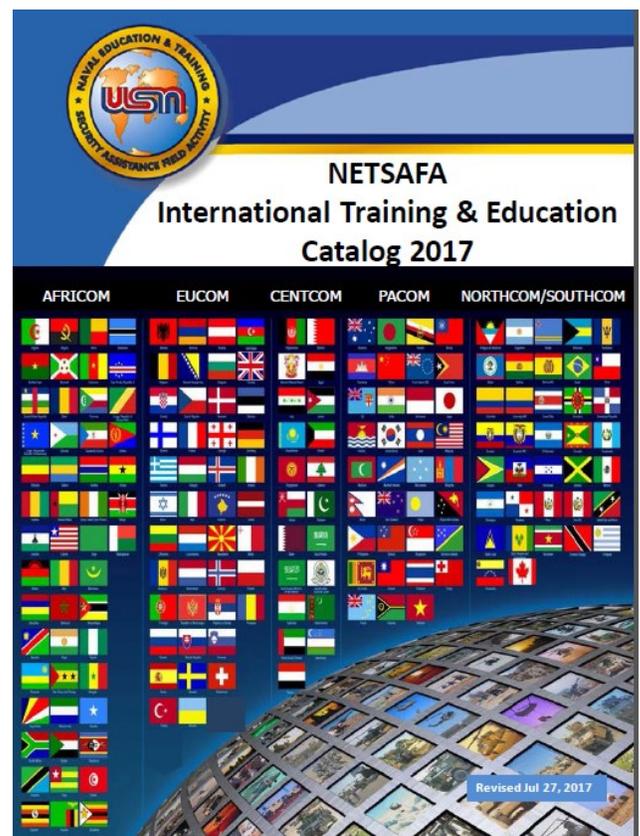
Navy Tuition Assistance (TA)

- TA Funds Authorized --- **\$85.5M**
- Sailors Using TA --- over **44,000**
- Course Enrollments --- **130,000**
- Navy College Program for Afloat College Education (NCPACE)
 - Instructor Led
 - Funds Executed ~ **\$1.1M**
 - Course Enrollments --- **2,700**
 - Distance Learning
 - Funds Executed ~ **\$3.9M**
 - Course Enrollments --- **4,750**

Naval Education and Training Security Assistance Field Activity (NETSAFA)

NETSAFA is on the front line in support of the CNO's Design for Maintaining Maritime Superiority, specifically, the line of effort: "Expand and strengthen our network of (international) partners." We are in the unique position of receiving international requests for maritime education and training and finding effective solutions. The results are more capable international partners with the ability to operate seamlessly with U.S. Naval forces. As the "international arm" for NETC headquarters, NETSAFA arranges and executes mission and technical training for internationals in support of aviation, surface, submarine, and other warfare-related communities. We also blend international students into various educational institutions that result in "win/win" engagements for partner nations and the United States.

NETSAFA coordinates with other systems commands and regional staffs to integrate training into international acquisition efforts to help develop new partner warfighting capacity. International training is self-funded through Foreign Military Sales (FMS) and other U.S. Security Assistance Programs. NETSAFA's staff of 83 civilian and 20 military personnel worked with NETC learning centers to integrate these training requirements and unique funding resources for more than 13,000 students in FY 2017.



In addition to NETSAFA staff, the command supports more than 75 International Military Student Offices (IMSOs) and personnel within the NETC Domain to handle student management responsibilities unique to training international students.

The NETSAFA staff maintains an active dialogue with NETC Headquarters staff and Learning Centers to address the constantly evolving maritime training requirements for our partner nations. NETSAFA also operates its own International Training Center to fulfill unique international training requirements and to ensure international students are fully prepared to enter rigorous U.S. Navy training.



Naval Education and Training
Security Assistance Field Activity
(NETSAFA)

CAPT Courtney B. Smith

Commanding Officer

Mr. Dave Babcock

Executive Director



OCONUS Students

7,620 students taught by

254 Overseas Training Teams



IPAL students at the (LRC) Leadership Reaction Course.

Training Investment

\$247M total value of training

CONUS Students

5,580 students from

156 participating countries

Attended 7,000 + courses



NETSAFA International Training Center (NITC)
Manpower, Personnel, Training, & Education (MPT&E) Class
31 August 2017

Naval Education and Training Command Human Resources Office (NETC HRO)

NETC HRO serves more than 4,500 civilians enterprise-wide and consists of 25 Human Resource (HR) professionals. During FY17, HRO received and processed in excess of 300 personnel actions; vacancies were filled using competitive and non-competitive DoD hiring authorities. NETC HRO established and returned 192 new Position Descriptions (PDs).

The NETC leadership and workforce receive operational support and services from the OCHR Stennis Operations Center. The Human Resource Director (HRD) exercises administrative and technical authority over personnel assigned to render guidance, advice, implement and interpret HR policy set by the OCHR or DCHR.

Successful implementation of the NETC HRO mission is accomplished in partnership with management and employees, both of which are customers to the NETC HRO. The HRO mission is to execute the full spectrum of human resources programs and systems to sustain the civilian personnel workforce that educates and trains men and women of the United States Navy.



An HRO professional assists a NETC employee.

HRO strategically supported The Naval Education Training Professional Development Center (NETPDC) efforts in the disestablishment of Navy College Office Sites throughout the continental United States. Due to effective collaboration between key HRO staff and OCHR Operations Center representatives, and the innovative use of alternative placement efforts, no employees were adversely affected.

The Department of Defense designated NETC HRO as the area activity in support of the 2017 Wage Change Survey of the Northwest, Florida Wage Area. Workforce Shaping provided two employees in support of the wage survey.

The Labor & Employee Relations Department successfully negotiated a Defense Performance Management and Appraisal Program (DPMAP) Memorandum with American Federation of Government Employees (NETPDC, NATTC, NETC N6).

During FY17 NETC Training & Employee Development has trained over 561 employees and has logged over 611.5 hours of training.



Naval Education and Training Command Human Resources Office (NETC HRO)

Mr. Alan Reynolds
Director

- Vision -

To become the leading Human Resource Office (HRO) in delivery of quality Human Resource (HR) services.

The DoD preferred HR service organization provider.

To align HR services to allow our customers to provide training which transforms civilians into high performing long-term Navy personnel.

A single-source point for all NETC Human Resource needs.

Staffing/Workload

25 HR Professionals

Servicing more than

4,500 federal employees

Processed **4,890** employee Award

Actions and **526** accessions

Functional Services

- Business Operations
- Labor/Employee Relations
- Training Employee Development
- Workforce Shaping

Locations



- Pensacola, FL
- San Diego, CA
- Dam Neck, VA



NETC HRO has two fully equipped Training Rooms.

Transformation

NETC is in an era of organizational transition, and NETC's efforts to support the Chief of Naval Personnel's "Transformation" are well underway. One of the fundamental tenets of this effort is the need to formalize the complete Navy Supply Chain Management into NETC's underlying processes, policies and structures. In order to do so, we will execute a provisional stand-up of an organization to be staffed by Navy supply chain experts from NETC, Navy Recruiting Command (NRC), and Navy Personnel Command (NPC). NRC will continue to complete their work in the reorganization of the CNRC organizational structure previously approved by CNP.

Under the provisional stand-up, the NRC Team will continue to expand the work being done by NETC, NRC and NPC and explore different process, policy and structural options for the final design of the organization reporting to NETC. Additionally, NETC stood-up a new division, the N3, Force Development Division. This new organization will serve as NETC's Chief Operating Officer in support of CNP's Navy Enlisted Supply Chain (NESC) strategy. N3 will manage the NESC from accession through delivery to force structure billets and the sustainment training for which NETC is responsible. This scope includes recruiting, selection and classification/reclassification, and assignment of all skills training received, up to arrival of first operational duty station. October 1, 2019 is the target date for permanent standup. NRC will be an Echelon III direct report to CNETC. NRC will initially focus on how they fit in the Street to Fleet supply chain while exploring different options to best support the Fleet, and the remainder of the MPT&E domain. Its organizational structure will evolve in a phased approach, commensurate with its assigned workload, and the function, task, billet analysis developed jointly by NETC and NRC. This concept of operations is intended to ensure that the CNRC is responsive to the rapidly maturing supply chain work that has been embraced by the Navy. Close coordination with key components of NETC, Naval Service Training Command (NSTC), NRC, NPC, OPNAV N1, and the Learning Centers will continue as we work to optimize this new organization's mission and structure.



One other organization change that has occurred is that the Defense Activity for Non-Traditional Education Support, DANTES, no longer reports to NETC. Effective at the start of FY2018, the Defense Human Resources Activity, Department of Defense is now their executive agent.

Ready, Relevant Learning (RRL)

NETC serves as the tip of the spear for executing the successful employment of the central pillar in CNO's Sailor 2025 blueprint, "Ready, Relevant Learning." The goal of RRL is to provide the right training, at the right time, in the right way. To accomplish this, we are developing a career-long learning continuum where training is delivered by modern methods to enable faster learning and better knowledge retention at multiple points throughout a Sailor's career. This will transform our industrial-era, conveyor-belt training model into a modern one, with targeted content for Fleet-validated learning needs, in order to improve Sailor performance and increase mission readiness. RRL is a holistic approach to reimagining how the Navy trains its Sailors, representing a significant change from the ways Sailors have been trained in the past. In order for this to become a reality, the NETC team remains deeply engaged in applying the science of learning to determine the best timing and delivery methods of training throughout a Sailor's career continuum, producing Fleet-verified and validated training solutions.

The first stage of the transition to RRL, called Block Learning, analyzes current accession-level training to link all learning objectives as tightly as possible to the real-world points of need in a Sailor's career. The NETC team completed the analysis of 49 of 54 ratings identified for Block Learning, with 25 of those ratings approved by the RRL Executive Agent and 11 of which actually started Block Learning production in FY17.

Additionally, in FY17, NETC headquarters established an RRL Program Office to help coordinate the actions of the many stakeholders involved in the implementation of Block Learning as well as meet the challenges of the second stage of RRL – Enhanced Accessible Learning. In this stage, training will become more accessible at the waterfront and content will be modernized across the career-long continuum of learning for every Sailor. This modernization includes optimizing the media types, media modes, and delivery methods of performance-centric training content and delivering it at the ideal time and in a location convenient to the Sailor, either at the waterfront or in the actual work environment.

RRL will transform our legacy training architecture into an agile continuum of learning that supports the increasingly complex needs of our Sailors and the Fleet. While our current training is working, we see changes that will stress its continued effectiveness. The combination of emerging threats, complex missions, and new technologies demand that our recruits learn faster on the job and master new skills over the course of their careers. Education offers an asymmetric advantage in developing leaders and instilling in them attributes necessary to innovate, adapt, and succeed today and in the future.



Innovation



In 2017, NETC took formal steps to become more innovative across the domain in three thrust areas: Engagement, Building Capacity, and Dedicated Projects.

Engagement

NETC, for the first time, participated in the Navy Forum for Small Business Innovation Research/ Small Business Technology Transfer (SBIR/STTR). The Team also engaged in Advance Distributed Learning's Innovation Festival (iFest), and supported the Naval Post-Graduate School's annual Modeling, Virtual Environments and Simulation (MOVES) Academic Working Group, the Office of Naval Research's Cognitive Science of Learning Program, and the Inter-service/ Industry Training, Simulation and Education Conference (I/ITSEC).

Building Capacity

NETC helped build the Naval Innovation Network through increased participation in the bi-weekly DON Innovation Sustainment Group (DISG) Meetings. Within NETC, the Virtual Schoolhouse & Training Technology Requirements Group (VTTRG) expanded their charter to six Learning Centers and included headquarter staff in their meeting schedule. The VTTRG hosted their second annual Training Innovation Day in Orlando, FL.

Dedicated Projects

- The Scalable Mobile Applications and Ready Training (SMART) Initiative is an ongoing project for the Naval School, Explosive Ordnance Disposal (refer to page 18 for details).
- The Velocity Lab at the Center for Security Forces (CENSECFOR) initiated several innovative projects during the course of the year (refer to page 20 for details).
- The Microsoft HoloLens to demonstrate that Augmented/Virtual Reality (AR/VR) devices can improve the effectiveness of training. The project created an AR/VR aircraft carrier flight deck to teach a module of the Aviation Professional Apprenticeship Career Tract (APACT) course. The project involved 450 hours of application development tested on 100 students.
- In coordination with the NSTC Advance Distributed Learning, and the Office of Personnel Management, NETC conducted multiple use case scenarios utilizing xAPI technology in conjunction with the eSailor application R&D project. The ideas were formulated from the xAPI Working Group and initial tests were completed by the end of the year. Tests consisted of detailed tracking of Sailor performance in the mobile applications, successfully sending data to a Learning Records Store (LRS), and visually tracking progress through the utilization of a dashboard.



Accreditation



Since 1974, NETC has partnered with the Council on Occupational Education (COE) for accreditation. 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 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 Officers School Command (SWOS).

While COE offers accreditation to *the institution*, the American Council on Education (ACE) offers college credit recommendation *for individual courses*, ratings, and Navy Enlisted Classifications (NECs).



ACE helps our Sailors, Marines, and veterans gain access to higher education. ACE reviews 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, 88 Ratings, 30 LDOs, 27 Warrant Officers, 19 NECs, and Master Training Specialist certification. ACE recommended college credits are listed in the individual's Joint Service Transcript.

Accreditation Benefits Our Sailors

Accreditation is validation that Navy education and training institutions are on a par with technical institutions of recognized quality throughout the civilian learning community, nationwide. Together, COE and ACE provide measures that academic institutions may use to determine if credits can transfer from Navy schoolhouses to civilian degree-granting or certificate-issuing institutions. COE Accreditation may be especially helpful for those Sailors leaving the Navy and not attending Service Members Opportunity College Degree Network System schools or whose training courses were not recommended for academic credits by ACE.

