

# REVOLUTION IN NAVY TRAINING



**Learn**



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**EXCEL**

March 2004

## The Revolution in Training

The Revolution in Training is making great strides as we challenge assumptions and change the way the Navy does business. A prime example is the Basic Engineering Core Competency (BECC) course, the first substantial change to our current A school training under the Revolution. By reducing redundancies in basic surface engineer training and streamlining the delivery process to better meet Fleet needs, BECC serves as a model for content and delivery development. We've also made progress with bringing 5 Vector Models online -- more than 25 percent of all enlisted Sailors now have a 5VM on Navy Knowledge Online, with more coming online every month. I encourage you to continue to examine processes, systems and products with an eye toward alignment and improvement, and to make comments and suggestions to help us continue the Revolution.

*RADM Kevin Moran, Commander Naval Personnel Development Command/Task Force EXCEL*

## BECC delivering quality Engineers to the Fleet

The Center for Naval Engineer is hard at work reviewing the modified Basic Engineering Common Core (BECC) curriculum. Designed for all incoming Engineering apprentices, BECC will update and consolidate entry-level training and will produce well-rounded Engineers who will be more capable of performing their shipboard Personnel Qualification Standards and attaining qualification in a shorter time. The course curriculum will be located at the Center for Naval Engineering Training Site, Great Lakes, and is initially scheduled to be eight weeks of lecture and relevant performance laboratories. With the fast-paced development of the Integrated Learning Environment, BECC will likely become a self-paced, computer-centric course that employs the Science of Learning while taking advantage of advanced training and education technology, including Skill Object identification, Reusable Learning Objects, and Modeling and Simulation.

## CSFE piloting two certification programs for Seabees

The Center for Seabees and Facilities Engineering is in the process of piloting American Concrete Institute and American Welding Society certification programs at its learning sites in Gulfport, Miss., and Port Hueneme, Calif. These two organizations are nationally recognized certifiers in the construction industry. Approximately 20 Seabees have participated in each certification program so far.

## SWOS leveraging simulators to improve training

Surface Warfare Officer School Newport, R.I., is using technology to improve SWO training and cut costs. Installation of six Conning Officer Virtual Environment (COVE) shiphandling trainers is nearing completion. Loaded with the latest port and vessel updates, they will be fully linked with the first group of six COVE trainers for a 12-ship virtual training environment. As a result of the school's reorganization and assignment of a commander and focused staff to the trainers, they are rapidly expanding the breadth and depth of COVE use beyond shiphandling and into navigation, maneuvering board training, and tactical maneuvering/Anti-Terrorism Force Protection. In addition, 12 Generic Reconfigurable Training System (GRTS) Combat systems trainers have been undergoing contractor check out and will be installed this month with a goal of the system being fully operational and ready to support the next scheduled training period in mid-April.

## Milestones

-Navy Knowledge Online registration exceeds 277,000.

- The Center for Surface Operations merges March 1 with the Center for Surface Combat Systems. CSO content on NKO has been migrated to the CSCS NKO page.

- The process has begun to accredit all Learning Centers and their mapped Learning Sites through the Council on Occupational Education.

- WESTPAC and ATG WESTPAC NETC reorganizes their support departments into one Training Support Detachment this month.

- The latest 5 Vector Model tutorial, version 3.0, posted on NKO.

- Integrated Learning Environment launches ILE pages on NPDC Web site.



## Updates continued

### **CSL training sites participate in MBGIE**

Two training sites of the Center for Submarine Learning participated in the Multi-Battle Group In-port Exercise (MBGIE). Submarine Learning Center Sites in Norfolk, led by Capt. Dave Beyrodt, and San Diego, led by Cmdr. Tommy Moore, worked with their teams for several months to support this first ever multi-Fleet synthetic training event. Using the Submarine Multi-Mission Team Trainers (SMMTTs), submarine crews, while in port, were able to conduct team training as they participated in this coordinated ASW prosecution exercise and reported to the Battle Group commanders via the Battle Force Team Training System (BFTT). The exercise demonstrated the real future for networked synthetic training and the importance of robust in-port shore-based training facilities in the future of Navy training and mission rehearsal.

### **Yeoman "A" school pilot successful**

The Yeoman Class "A" School pilot self-paced course was successfully conducted at Naval Technical Training Center, Meridian, from Oct. 27 to Dec. 12, with 51 students graduating from the pilot course. The purpose of this pilot was to achieve a reduction in course length without changing the curriculum content by converting a five-week computer aided instruction to a self-paced electronic delivery method. Time to train decreased from 48 to an average of 27 calendar days while the course continued to meet its objectives. RP "A" school will be undergoing the same transformation beginning in April with SK, DK/PN to follow soon after. Plans for these courses to be made available to naval personnel online via NKO will become a reality once ILE architecture and testing standards are in place.

### **HT "C" School course gets equipment upgrade**

Hull Technical "C" School has upgraded its Ultrasonic Testing operator course by replacing the old, outdated equipment with the new Krautkramer Branson USN-60 ultrasonic instrument. The seven-week course will now teach the state-of-the-art metal testing tool used in the military and in the civilian sector. The UT operator course is one of three Nondestructive Testing of Metals courses offered at the Center for Naval Engineering training site. The training Sailors receive during the UT course meets civilian standards and automatically awards them American Society of Nuclear Testing (ASNT) Certification, a certifying agency used in the civilian sector.

### **NAMTS offers Sailors partial USMAP credit**

The Navy Afloat Maintenance Training Strategy (NAMTS) offers the opportunity to earn partial credit toward U.S. Department of Labor Journeyman certification in various maintenance skills via the United Services Military Apprenticeship Program (USMAP). Almost 900 Sailors have earned NECs in critical maintenance skills NAMTS, which offers training to Sailors from the following source ratings: DC, EM, EN, GSM, HT, IC, MM, MR, and BM. NAMTS training is offered at Fleet Maintenance Activities at Pearl Harbor Naval Shipyard, Puget Sound Naval Shipyard, Wash., SIMA San Diego, SIMA Norfolk, SIMA Mayport, Fla., SIMA Pascagoula, Miss., and SIMA Ingleside, Miss.

### **CPD program attacking excess weight and obesity problem**

The Center for Personal Development is supporting a new project, Oceana Dam Neck in Motion, a pilot program for "Get Moving Navy." The campaign is an effort by the Assistant Secretary of Navy (Manpower and Reserve Affairs) and the Navy Surgeon General to improve fitness and reduce obesity for naval personnel. The program is intended for the personal development of the entire Navy family, including active duty, family members, government employees and retirees. The goal is to encourage personnel to participate in 30 minutes of moderate physical activity five or more days per week. Fitness and nutrition have become national health concerns as more people become overweight and obesity is increasing at an alarming rate in the United States.

### **Congratulations to Flag selectees**

Congratulations to Rear Adm. select Edward H. Deets III, currently serving as Commanding Officer, Naval Center For Cryptology, Corry Station, Pensacola, Fla., and Rear Adm. select Mark H. Buzby, currently serving as Commanding Officer, Surface Warfare Officers School Command, Newport, R.I.

## **News**

### **Universal Sailor - Navy Plans To Re-Engineer 9 Ratings And 30,000 Jobs**

*-Navy Times, Mar.  
8, 2004*

### **New Ratings' 5VMs Go Live**

*-Navy NewStand*

### **Navy Knowledge Online Provides 'One-Stop Shop' for Sailors, Marines**

*-Navy NewStand*

### **Center for Information Technology Presents Roadshow**

*-Navy NewStand*

### **Just For The Health of It: Navy Fitness Refocus**

*-Navy NewStand*

### **Naval Leadership Training Undergoes Transformation**

*-Navy NewStand*



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## Universal Sailor

### Navy Plans To Re-Engineer 9 Ratings And 30,000 Jobs

By Mark D. Faram, TIMES STAFF WRITER

The era of specialization is over. Sailors are becoming generalists again. The Navy is eliminating at least six rating-specific "A" schools in favor of a single entry-level engineering core curriculum, an eight-week course to prepare sailors for their first tour in the fleet.

The change, effective in August, marks a revolution in the way the Navy trains new sailors. Instead of sitting through coursework they might not use for years, sailors in nine engineering-related ratings will get only as much schoolhouse training as needed to function effectively as basic firemen in the fleet.

If this experiment works, other ratings are sure to follow, Navy leaders say.

Round 1 begins in August, affecting 33,000 sailors in nine surface, non-nuclear engineering ratings, said Capt. Earl Holmes, who heads the Navy's Center for Naval Engineering in Norfolk, Va.

Although not part of the initial shift, those nine ratings eventually could merge. "The way we're building the [training]," Holmes said, "we're down to three disciplines: hull and repair, propulsion and electrical. That's how I think they're going to eventually end up."

#### **Basic engineers**

Fireman Beatriz Soloriosalgado is among about 200 sailors who have been the guinea pigs for the program. She completed the basic engineering course that will replace "A" schools for damage controlmen, electrician's mates, machinist's mates, enginemen and mechanical and electrical gas turbine systems technicians.

And her performance in the fleet thus far offers powerful testimony in support of the change, at least according to her chief aboard the guided missile cruiser Normandy.

"I've never seen a junior sailor step up and take charge like she did," said Chief

Damage Controlman (SW) Sean Mahoney, still amazed by her performance weeks earlier in a damage control drill.

"She was a fire party member, and we were in the middle of a fire drill," he said. "It wasn't going well, and the third class who was acting as the on-scene leader started to come apart." That's when "Solo," as her shipmates call her, stepped up.

"She just came forward and started barking orders," Mahoney said. "She knew what she was doing. Some of it was just the kind of sailor she is, [but] still, her ability to take charge can also be credited to her training. She had the knowledge to back herself up."

Solo's performance was the talk of the "out brief" afterward, and it won her a new assignment in Mahoney's repair division.

"It was a very hands-on course," Soloriosalgado said. "We learned a lot by getting to do it ourselves - that was important for me."

"This is the first effort to substantially change a training [pipeline]," said Rear Adm. Kevin Moran, who commands Naval Personnel Development Command.

And it won't be the last. Moran believes this and other changes ultimately will change the structure of the Navy's work force. "When you look purely at the skills analysis," he said, " you can clean up the rates significantly."

That's a fact not lost on Vice Adm. Timothy LaFleur, who heads the Navy's surface forces and is one of the fleet leaders who'll give Moran the green light to kick off this era of training. He sees it not only as a training strategy, but one that also can impact retention in a positive way.

"I absolutely believe that's where we're headed," he told Navy Times in a Jan. 12 interview. "You know, it turns out when you look at their `A' schools, about 50 percent of the training in [fire controlman] `A' school, [interior communication electrician] `A' school and [electronics technician] `A' school's the same stuff.

"So, if you put them together into this super basic school, you're going to get kids who come out into the fleet and, based on their own individual desires and aptitudes, you can kind of focus them into one or the other of these."

The aim is to maximize sailors' fleet time while minimizing the time and money wasted on training from which the Navy never benefits.

"You're going to invest a certain amount to get them to a basic level, bring them out to the fleet, let them learn," LaFleur said. "Then, if they want to go back to the advanced or intermediate or whatever you want to call it, you get them to sign on the dotted line for a reenlistment. And now you've got a guy who wants to stay with the Navy."

By switching more training from the classroom to the job site, sailors will gain more practical knowledge and experience more quickly.

"It's a continuum of training instead of the old `A' and `C' school system," Holmes said.

Now, by giving all new engineers the same basic curriculum, the engineering community eliminates its share of the fleet's general detail sailors. The deck and aviation communities will be watching the results closely. What that means for sailors like Soloriosalgado is that sailors won't show up in engine rooms with nothing but bootcamp and two weeks of apprenticeship training.

Solo arrived ready to stand watch under instruction.

The Basic Engineering Core Course she completed combined 75 percent of damage controlman "A" school with other training in preventive maintenance and watch standing. The course was developed over the past year, Holmes said, with each successive course changed slightly based on feedback from the Afloat Training Groups which evaluated these "hybrid" firemen in the fleet.

One more pilot course will be completed before the core course takes over for good in August. The eight-week program is designed to teach students six personnel qualification standards:

- Sounding and Security 301.
- Damage Control 301-306.
- 3M Maintenance Person 301.
- Heat Stress Monitor.
- Quality Assurance 301.
- LPD4/LSD36 propulsion 301 and 302.

Also included: portions of the old mechanical core curriculum, basic first aid and CPR.

Normandy's Mahoney says he's sold on the new training after previously believing that anything less than a DC "A" school graduate was useless in the fleet.

"I'm impressed with what I've seen so far," he said. "I had to see the product to believe it, that's for sure."

One thing Soloriosalgado didn't earn in training was the rating badge of a designated striker.

When the program launches in August, however, that will change, Holmes said.

"Once we're in full implementation, everyone will leave as a designated striker," Holmes said. "We expect to designate the same amount in each rating that are coming out of 'A' schools today."

Each new striker will leave Great Lakes with a "task book," Holmes said, "customized for the individual rating they're working in."

The book isn't a correspondence course,

Holmes explained, but rather a road map to help them advance in the rating they've been slotted for, detailing the qualifications and watches they'll need to move up.

### **Ratings vs. skills**

The sailors who man the future Littoral Combat Ships and next-generation destroyers won't get their billets because they're in a particular rating or have a specific Naval Enlisted Classification. They'll get picked because of what they've mastered.

Detailers will try to match sailors' resumes to fleet openings; the sailor who best matches a billet's needs will get the job.

That's not possible today. To get there, the Navy is breaking down every job into "skill objects," similar to the occupational standards of today. Put another way, they are the building blocks that quantify what a sailor knows.

"Skill objects are the Rosetta Stone of this whole thing," Holmes said. "They enable you to describe billets and positions. You can do career management, and you can develop curriculum from them, too." Every engineering rating now has been defined by the skill objects they require.

"The amount of skill objects in a rating varies based on rating and environment," Holmes said. "[Damage controlmen] have between 70 and 90 while a machinist's mate was over 200."

Once these were all broken down and compared, he added, "We found that every engineer shares 50 common skill objects - that's not an insignificant amount."

Indeed, that was enough to build the basic engineering core course. A similar effort is underway in the fleet to identify all the skills needed by sailors in every billet in the Navy.

"That's how well customize training to the sailor," Moran said. "We'll know what skills the billet requires and also what the sailor already can do."

Some sailors already get special training while on the way to new jobs in the fleet. But over the next few years, this kind of special training will reach a new level of detail. "An electrician's mate on a carrier isn't the same as one on a cruiser or a submarine," Moran said. Each must know different things.

### **Future training**

Though the Navy's ready to kick off the basic part of the pipeline, they're still working on developing the next two stages of the program.

"It'll be a few years before this first crop of sailors is ready for the next level," Moran said.

By then, they'll have ready what's being called the plant operator's course, one that'll eventually replace what's left of the old "A" school curriculum, as well as what's currently taught at all engineering "C" schools.

"The core and the strands of this school will be based primarily on teaching the basics of the prime movers we have." Holmes said. That means sailors going to the operators course will study either diesel, gas turbine or steam propulsion, depending on the billet they're going to fill in the fleet. If a subsequent billet requires a sailor to work on a different plant, he'll learn that system, too. Everyone heading to a particular type of ship will get the same basic core, he said. But toward the end of the course, they'll be taught the exact details specific to the ship they're headed for.

"You've got two guys, one on the way to

DDG-51 and the other to DDG-52 - the core of their curriculum will be the same," Holmes said.

But since ships in the same class can have different models of engines and consoles, the final part of the course will give sailors the exact details of the plant they'll be operating.

Keeping the fleet stocked with qualified technicians will require an interim plan.

"It's going to take two to three years to build the next generation of training," he said.

"To mitigate any risk we're not going to stand down the 'C' schools until we have the right replacement training in place."

Once the course is developed, Moran doesn't see sailors having to travel to Great Lakes to get their advanced training, either. "We envision having these courses available in the fleet concentration areas so sailors won't have to leave home and commands won't have to pay a lot to get their people trained," he said.

Another twist that'll take a few years is the plan to make all schoolhouse training available online, allowing sailors to learn things exactly when they need them, but also letting sailors review topics they've already studied.

This also means that sailors who are good at teaching themselves skills may be able to complete their follow-on training without leaving the ship.

Aboard the Normandy, Mahoney, as grizzled a chief as you can find in the fleet, takes the change in stride. "I've been in the Navy for 15 years with only one tour ashore," he said. "I've seen a lot of 'A' school graduates, and what I'd like to expect and what I usually get are usually two different things.

"I'd like to get a few more of these new firemen on board here."