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1. INTRODUCTION

In 2001 the United States Navy declared "War for People." The new weapon to win that war is an educational program called the Task Force for Excellence through Commitment to Education and Learning, or EXCEL. The Naval Meteorology and Oceanography Professional Development Center (NMOPDC) is redesigning its current training framework to augment and strengthen current programs. Task Force EXCEL is the catalyst in the revolution.

For Navy Aerographer's Mates, the revolution is well underway in identifying and prioritizing the skills and abilities needed to succeed personally as well as professionally. Training opportunities are now more in alignment with those of the civilian community. One example of this will be the chances for Sailors to earn the same certifications and credentials for their successful training.

Central to the entire revolution is Navy Knowledge Online, a web-based portal where every individual Sailor's training continuum is designed and tracked to Task Force EXCEL's four-level, five-vector model, that is, through recruit, apprentice, journeyman and master levels based on professional development, certifications and qualifications, leadership, performance, and personal development. The Naval Meteorology and Oceanography Professional Development Center is leading the Navy in using Task Force EXCEL to meet the needs of the Sailors and the Fleet.

2. WHY THE REVOLUTION?

When Admiral Vern Clark took the Navy helm in 1999, he had a list of five top priorities. At the top was the manpower issue and he quickly called for a revolution in training. An Executive Review of Navy Training examined all aspects of the way the Navy educates Sailors and developed a concept that Clark readily endorsed. The result is a training program that gives Sailors the skills and abilities they need to succeed personally as well as professionally.

Task Force EXCEL is considered the catalyst that will augment, enhance and strengthen—revolutionize—the programs used to train Sailors.

Most Navy training is based upon the traditional academic lecture method that, while effective in providing basic knowledge, has its limitations. It is the teaching methods that involve student-teacher

interaction that increase retention of information. Taking that a step further, the one-on-one tutor with a tailored curriculum would likely be the best method of learning. However, it is unrealistic to have a private tutor for every Sailor in the Fleet. Or is it?

With every Sailor having access to a computer, a virtual private tutor is now available, and with the Five Vector Model (5VM) in place, a personalized training and education plan is developed that can be tracked, provide immediate feedback, and make suggestions to customize a learning experience to a Sailor's strengths and weaknesses.

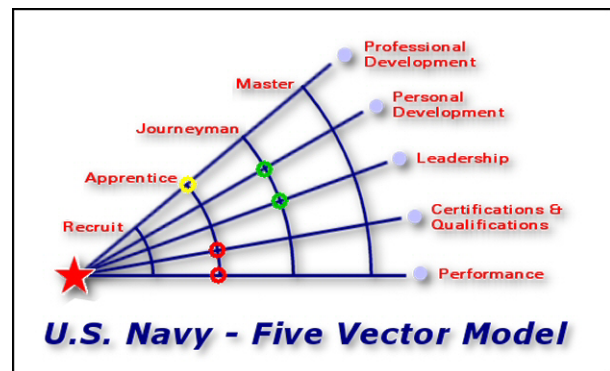


Figure 1. The Navy's Five Vector Model serves as a Sailor's personal development portal, reflecting the four job levels obtained across the five characteristic vectors.

3. WHAT IS THE REVOLUTION?

The foundation of the revolution is the 5VM. Every Sailor has one that is tailored to his or her specific training needs. The online model serves as the individual's career development guide, helping identify training or education deficiencies, tracking certifications and qualifications, enhancing leadership and personal development and providing a means of rating, or comparing, the individual within the respective peer group.

The backbone of the entire revolution is Navy Knowledge Online (NKO), a web-based portal that the entire Navy will use for all training. The Sailor's 5VM career path will show training and education milestones that are required for advancement and may also include requirements for the next duty station. Navigating through the development milestones reveals learning objectives, then learning events, or the individual tasks. These learning events are linked through NKO so that the Sailor's personal 5VM is updated automatically as

the tasks are completed. This set of interactive tools gives the Sailor control of his or her future unlike ever before.

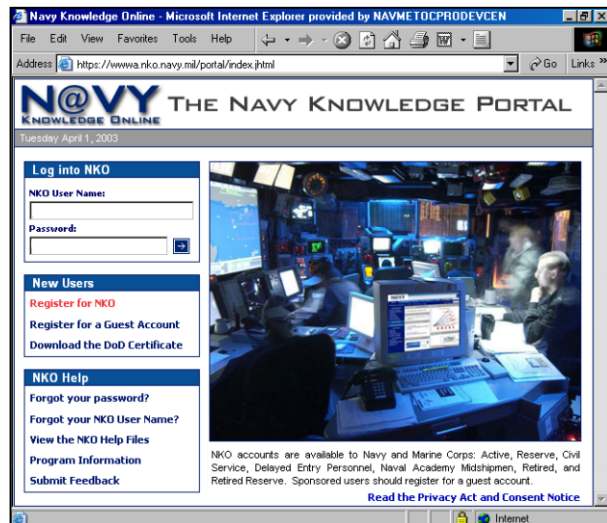


Figure 2. Navy Knowledge Online (NKO) uses a simple, user-friendly interface to bring the Sailor and training/education together.

4. NAVY WEATHER LEADING THE WAY

Two years prior the announcement of Task Force EXCEL, the Naval Meteorology and Oceanography Professional Development Center was established. The mission was to take Navy weather training from 1970's functionality and bring it into the forefront of the 21st century.

When the bottom-up training review was completed, the results couldn't have been more revealing. Beyond the initial 3-month basic weather "A" school, 7-month forecaster "C" school, and a few specialized short courses, there was no formal training. Nor were there any requirements for additional training. So out of a 20-year career, the Aerographer's Mates (AG) had less than one full year of required formal education and training.

With the gap analysis completed, NMOPDC set about developing its own version of the soon-to-be-announced Navy 5VM. And when the announcement came, the AG community was perfectly positioned to lead the Navy into the process. So began the Naval Meteorology and Oceanography Command's Revolution in Training.

The revolution began with the Job Task Analysis phase, and the experience from the earlier gap analysis served well. To say it was difficult would be unfair; thorough would be more appropriate. The NMOPDC team identified 4,681 tasks for the Aerographer's Mate, spread across seven jobs that were identified in parallel.

The 4,600+ tasks were analyzed and sorted into 195 skill objects that transform workforce information into knowledge that could be related to performance. To date the team has logged more than 25,000 man-hours, and it continues. Every Aerographer's Mate is currently participating in an online survey to validate all the tasks. From this will result a new gap analysis that will form the basis of new job descriptions. It will also serve to establish the personal 5VM for every participant.

5. PARTNERSHIPS AND THE FUTURE

For decades, the military industrial complex operated in a near vacuum. We conducted our own research and development, we performed our own test and evaluation, we put our own products into service, and, sometimes, we dealt with our own failures. The Navy can no longer afford to conduct business that way. The case for partnerships with Naval Meteorology and Oceanography Command is convincing.

It's the same partnership, the partnership between America's Navy, between America's industry, and between America's universities that is critical to our future and will play a vital role in the years ahead.

The Naval Meteorology and Oceanography Command will remain to exist only if we are able to develop and maintain partnerships that share ideas, expertise, and technology to meet and exceed the requirement of the day. We need partnerships within industry to develop and implement the tools and sensors that will gather greater amounts of data that can be ingested ever more rapidly into faster models with even higher fidelity. And finally, to be able to bring it all to bear in our tactical decision aids. We also need partnerships with universities and professional societies such as the American Meteorological Society to push the envelope of distance learning, maximizing the potential of the Internet and virtual classrooms to provide quality instructional material to our Sailors underway. We also need more degree opportunities in our Fleet concentration areas to help our shore-based personnel progress more quickly.

6. SUMMARY

The Naval Meteorology and Oceanography Professional Development Center is charged to take the Navy's Revolution in Training and bring about the changes necessary to support a 21st century Navy. It will be a change like nuclear power changed the face of propulsion or like the jet engine that changed aviation. We invite you to partner with us. Let the revolution begin!