

NPDC Stand up Speech

CNO, VADM KONETZNI, VADM HARMS, ASSISTANT SECRETARY NAVOS, FELLOW FLAG OFFICES, MCPON, FAMILY AND FRIENDS, THANK YOU FOR ATTENDING TODAY'S CEREMONY AND YOUR ONGOING SUPPORT.

I LEARNED VERY EARLY IN MY CAREER THAT WHEN YOU ARE SPEAKING AT A CEREMONY AND FOLLOWING OTHER SPEAKERS AS PROMINENT AND AS ARTICULATE AS THE CNO, THE MCPON, AND MY BOSS . THE ONLY PERSON IN THE AUDIENCE WHO MIGHT BE INTERESTED IN WHAT YOU HAVE TO SAY IS YOUR MOTHER.

YOU'LL BE HAPPY TO LEARN MY MOTHER IS NOT WITH US TODAY, SO I NEED JUST A FEW MORE MINUTES OF YOUR TIME.

I ALSO WANT TO TAKE A MOMENT TO RECOGNIZE THE ATLANTIC FLEET BAND, AND THE EXPEDITIONARY WARFARE TRAINING GROUP ATLANTIC COLOR GUARD FOR THEIR EXCEPTIONAL PRESENTATION HERE TODAY. IN ADDITION, I WANT TO THANK RADM ZORTMAN, COMMANDER, NAVAL AIR FORCE, U.S. ATLANTIC FLEET, AND CDR HOLDENER, COMMANDER HC-2 FOR THE USE OF THEIR HANGAR AND FOR ALL THEIR HARD WORK IN HELPING US PREPARE FOR THIS CEREMONY.

MY MESSAGE TODAY IS PRIMARILY FOCUSED ON THOSE SAILORS AND CIVILIANS IN THE AUDIENCE WHO HAVE WORKED ON THE REVOLUTION IN TRAINING AS A PART OF TF EXCEL, AS WELL AS THOSE WHO NOW FIND THEMSELVES ASSIGNED TO EITHER THE NAVAL PERSONNEL DEVELOPMENT COMMAND, THE LEARNING AND HUMAN PERFORMANCE CENTERS, OR THE TRAINING SUPPORT CENTERS.

THE CNO CLEARLY ARTICULATED WHY WE NEEDED TO REVOLUTIONIZE NAVY TRAINING AND EDUCATION. IT'S NOW UP TO US TO MAKE THAT VISION A REALITY. THOSE OF YOU WHO HAVE WORKED ON TF EXCEL, AND ON THE STAND UP OF THE NEW ORGANIZATIONS KNOW FIRST HAND HOW HARD IT IS TO EFFECT THIS KIND OF CHANGE IN AN ORGANIZATION. YOU SHOULD KNOW HOWEVER, THAT THE WORK YOU HAVE ALREADY DONE IS FUNDAMENTALLY CHANGING THE WAY THE NAVY DOES INDIVIDUAL TRAINING. THIS TRANSFORMATION IS LIKE NO OTHER IN NAVY HISTORY.

TOGETHER, WE ARE GOING TO GIVE SAILORS UNPARALLELED OPPORTUNITIES WHETHER THEY STAY FOR ONE TOUR, OR FOR 30 YEARS. WE ARE GOING TO PROVIDE SAILORS BETTER PROFESSIONAL AND PERSONAL TRAINING, AS WELL AS THE OPPORTUNITY TO EARN BOTH PROFESSIONAL CERTIFICATIONS AND COLLEGE CREDITS. WE ARE GOING

TO SET SAILORS UP FOR SUCCESS IN THEIR NAVAL CAREERS, AS WELL AS IN THEIR CIVILIAN LIVES WHEN THEY LEAVE THE NAVY. THE OPPORTUNITY TO GROW AND SUCCEED HAS ALWAYS BEEN PART OF OUR NAVY BUT THE NAVAL PERSONNEL DEVELOPMENT COMMAND IS GOING TO MAKE THOSE OPPORTUNITIES EVEN BETTER.

TF EXCEL DID AN INCREDIBLE AMOUNT OF WORK AND HELPED US UNDERSTAND THE IMPORTANCE OF THE SCIENCE OF LEARNING, THE HUMAN PERFORMANCE SYSTEMS MODEL, AND THE NEED TO EMBED THAT KIND OF RIGOR INTO OUR TRAINING PROCESSES AND SYSTEMS. OUR ANSWER IN THE PAST TO A FLEET DEFICIENCY IN A PARTICULAR WARFARE AREA, OR SKILL SET, WAS ALWAYS MORE TRAINING. CAN'T FIX THE CLOSE IN WEAPON SYSTEM, YOU NEED MORE TRAINING. CAN'T FIND THE ENEMY SUBMARINE, YOU NEED MORE ANTISUBMARINE WARFARE TRAINING. WELL MAYBE TRAINING WAS THE ANSWER TO FIXING THE PROBLEM, AND MAYBE IT WASN'T. HOW DO WE KNOW THAT THE PROBLEM WASN'T THE WAY WE DELIVERED THE TRAINING OR WHEN WE DELIVERED THE TRAINING. HOW DO WE KNOW THAT THE PROBLEM WASN'T SIMPLY AN EQUIPMENT DESIGN ISSUE THAT NO AMOUNT OF TRAINING COULD CORRECT. THE ANSWER IS, WE DIDN'T KNOW! BUT WE WILL FROM THIS DAY FORWARD, BECAUSE WE WILL EMBED THE HUMAN PERFORMANCE SYSTEM MODEL IN EVERYTHING WE DO AND WE WILL MEASURE THE RESULTS OF OUR WORK.

ONE OF THE MOST IMPORTANT TENANTS OF THE REVOLUTION IS THE RIGHT TRAINING AT THE RIGHT TIME. AS AN ORGANIZATION WE USE TO COMPLETE TRAINING WHEN IT WAS CONVENANT, BETWEEN DUTY STATIONS, EARLY IN ONES CAREER, OR WHEN WE HAD FOLKS AT KEY LOCATIONS AND WE THOUGHT WE COULD TAKE ADVANTAGE OF AN OPPORTUNITY. ALTHOUGH WE MAY HAVE WORRIED ABOUT WHAT A SAILOR NEEDED TO KNOW, WE NEVER ASKED OURSELVES WHEN DID THEY NEED TO KNOW IT. WE ARE NOW GOING TO ASK THOSE QUESTIONS. WE ARE NOW GOING TO ESTABLISH PROCESSES THAT WILL ENSURE THAT SAILORS GET THE RIGHT TRANING, AT THE RIGHT TIME, AND IN THE RIGHT PLACE. WE ARE NOT GOING TO WORK HARDER AND FASTER, WE ARE GOING TO WORK SMARTER SO THAT OUR SAILORS GET THE VERY BEST TRAINING POSSIBLE AS EFFECTIVELY AND AS EFFICIENTLY AS WE CAN PROVIDE IT.

WE'VE GOT A LOT OF WORK AHEAD OF US, BUT OUR EFFORTS WILL BRING UNPRECEDENTED OPPORTUNITIES. INITIALLY, WE ARE GOING TO CONCENTRATE ON ALIGNING AND BUILDING THE NEW ORGANIZATION. SIMULTANEOUSLY, WE'LL FURTHER REFINE OUR PROCESSES WHILE WE BUILD BLENDED LEARNING SOLUTIONS AND REUSABLE EDUCATIONAL PRODUCTS. WE WILL THEN CONTINUALLY IMPROVE THOSE PRODUCTS BASED ON WHAT WE LEARN FROM OUR MEASURES OF EFFECTIVENESS.

WHEN WE ARE DONE STANDING UP THE ORGANIZATION, AND THE NEW PROCESSES HAVE HAD A CHANCE TO MATURE, I PREDICT YOU WON'T RECOGNIZE THE UNITED STATES NAVY. WE MAY NOT NEED THE RECRUITING FORCE THAT WE HAVE TODAY; WE MAY BE AN ORGANIZATION WITH A VERY DIFFERENT MIX OF OFFICERS TO ENLISTED, AND WE WILL DEFINITELY EFFECT THE NAVY'S ENTIRE HUMAN RESOURCE EQUATION. BUT MOST IMPORTANTLY, WE WILL BE A MUCH BETTER TRAINED FORCE AND THEREFORE MUCH BETTER PREPARED TO FACE THE CHALLENGES WE WILL ENCOUNTER THIS CENTURY.

WHAT AN INCREDIBLE OPPORTUNITY WE'VE BEEN GIVEN. MOST PEOPLE, IF THEY'RE LUCKY, PARTICIPATE IN SOME SMALL PART OF A CHANGE EFFORT, OR SOME SPECIAL EVENT IN THEIR CAREERS. IN OUR CASE WE'VE BEEN GIVEN A ONCE IN A LIFE TIME OPPORTUNITY TO CHANGE AN ENTIRE ORGANIZATION, BUT WITH IT COMES GREAT RESPONSIBILITY! WE ARE GOING TO MAKE THE GREATEST NAVY IN THE WORLD AND THE BEST SAILORS IN THE WORLD, EVEN BETTER. WHEREVER YOU SERVE IN THIS NEW ORGANIZATION, YOUR FINGERPRINTS WILL BE ALL OVER THIS EFFORT. TOGETHER WE ARE GOING TO CREATE AN EDUCATIONAL SYSTEM THAT WILL BE THE STANDARD ALL OTHERS WILL FOLLOW. I LOOK FORWARD TO WORKING WITH YOU AND I ASK FOR YOUR

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CONTINUED SUPPORT AND INSIGHT AS WE MAKE THE REVOLUTION IN
TRAINING A REALITY.

THANK YOU ALL FOR COMING THIS MORNING AND MAY GOD BLESS OUR
EFFORT.