



Task Force EXCEL is creating major cultural change by focusing Navy learning on fleet mission requirements through use of human performance measures - providing Sailors with the “tools and opportunities” to grow and develop, professionally, and personally, while improving mission accomplishment. The Four Quadrant Human Performance System Model (see page 3) is the underlying process by which Task Force EXCEL is redefining Human Performance policies, structures, and mechanisms.

**NAVY TESTING BLENDED LEADERSHIP COURSE**

**By JO2 Jd Walter, Task Force EXCEL Public Affairs**

Though the debate continues as to whether leadership is innate or can be taught, the Navy is applying a blended solution in an effort to improve the leadership training Sailors receive. The Navy is attempting to answer these questions through a revolutionary approach to leadership training.

The Chief of Naval Education and Training’s Naval Leader Training Unit (NLTU) Coronado, Calif., is testing state of the art leadership courses as a replacement for the current Leadership Continuum courses. The new courses are designed to maximize Sailors’ proficiency in organizational leadership. For the rest of this story and more go to <http://www.excel.navy.mil/> or contact Task Force Excel’s PAO at [kirchner.gary@ndw.navy.mil](mailto:kirchner.gary@ndw.navy.mil) .

Also check out NMCN this week at [http://www.news.navy.mil/search/display.asp?story\\_id=850](http://www.news.navy.mil/search/display.asp?story_id=850). “ and “Task Force EXCEL to rewrite Navy Training,” in the current edition of *Soundings*, on base in Norfolk, Virginia.



CNO observes YN1(SW) Bernardo Marez of USS Constitution while completing an online portion of a recent leadership course pilot being conducted at Naval Leader Training Unit Coronado, Calif. (Official Navy Photo)

**5VM:** *The 5 Vector Model (5VM) defines the perimeters around which Sailor’s personal and professional development is designed. For more information on the 5VM [click here](#). The 5 Vectors include Professional Development, Personal Development, Leadership, Qualifications & Certifications, and Performance.*

**Professional Development:** *Provides the roadmap showing jobs and competencies required for each career phase (incorporates accepted private industry standards and certifications). Current efforts include MS, IT, MA, QM, SM, AG, STG & SH. Damage Control, engineering & aviation maintenance rates are under consideration.*

**IT** – HP Cell facilitated a meeting in Norfolk and San Diego last week with 25 fleet and shore IT subject matter experts to rate the extensive database of tasks (~3,000) and map the KSAs to each task. All data was collected ,and the HP cell will report to the working group on March 21<sup>st</sup>.

- The next working group meeting is scheduled for 1-5 Apr to review the HP cell analysis and refine the IT Professional Development Vector based on this objective data.
- The working group is developing the Fleet Performance Survey that will be used to evaluate beta tests, while it continues work on a Gap Analysis (Navy vs. Commercial training).

**MA-** HP Cell met with CLF N34 to determine the type of data needed for full MA analysis of missions/jobs/duties/tasks required of the "new MA" rate.

- An effort at reengineering/reverse engineering, from requirements back down to the rate will follow.
- Dr. Slater and the HP cell are putting together a recommended curriculum based on warfighter jobs/skills as the core.

- Anticipate development of strand jobs/skills for Law Enforcement and Working Dog. Working with N34 to ensure career goals are met as well.
- Believe the curriculum will be able to be passed to Fleet by the week of 4 Mar for initial approval.
- Still working to develop possible Pilot projects/dates.

**MS** – Final MS Analysis Report was submitted to CDR McCabe on 2 Feb.

**STS**- Held initial meeting with CNO N779 to define developmental efforts for the STS professional vector. N779 will identify the Fleet sponsor and the project lead. The Task Force Excel program manager is LCDR Boyer.

**QM**- The first working group meeting will be held in Norfolk, 20-21 Feb, to define QM tools/tasks to meet fleet needs based upon Joint and Navy Mission Task Lists (J/NMTLS).

**Personal Development**: *Focuses on Sailor development, including financial management, health and fitness, and safety, as well as college-level educational requirements that allow you to complete your degree.*

The sequencing of the requirements/behavior statements for each of the 16 categories under Personal Development has been made part of the 5 Vector Model.

- The initial work of identifying the various and dispersed programs which could be termed the Navy's 'program of record' has been completed. The TFE DC Cell staff are now validating those results and gathering information on the current measures used by the various programs.
- First round is scheduled through Integic Corporation (including a number of other organizations) Friday, 22 FEB. Fleet members and experts of the Personal Vector team have been invited, as well as the personnel assigned by the HP Cell to work on the Personal Development Vector solutions.
- SMC M McGrath coordinating the first Fleet Focus Group on the Personal Development Vector: Norfolk, Monday, 25 FEB

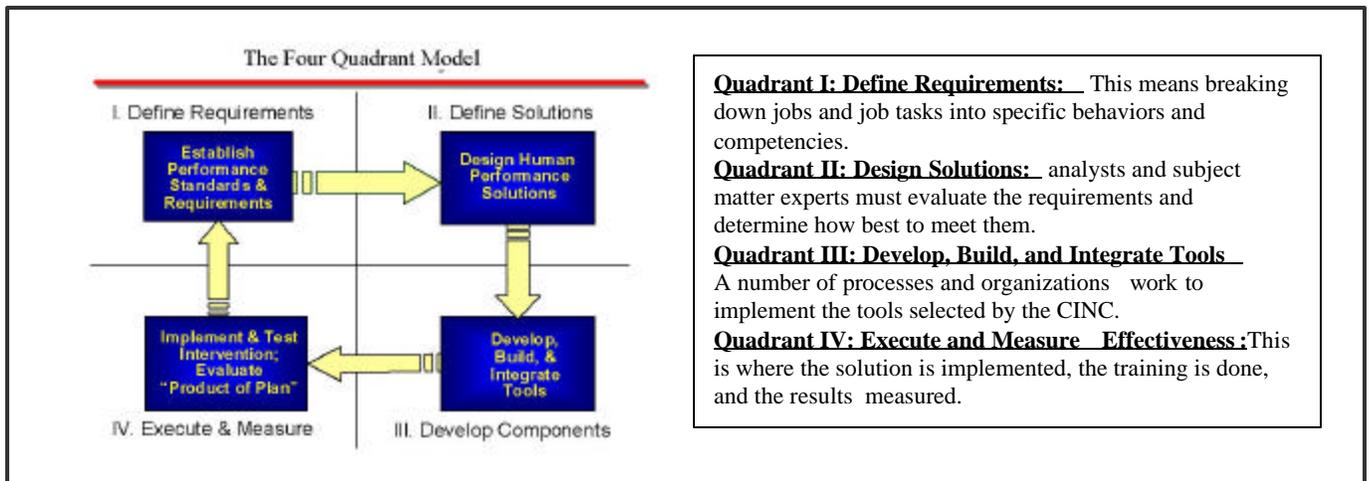
**Leadership**:

- The Leadership Vector is consolidating Navy-wide "mentorship" efforts, including inputs from TFE PAC . Cheryl Lilleboe and Tina Moreau will coordinate with other mentoring efforts.
- Continuing to smooth the products developed during the officer and enlisted working groups that have met over the last three weeks. The final output will be a single coherent framework of the leadership requirements for officer and enlisted personnel, and a competency model applicable to all Navy officer and enlisted personnel (along with the associated Knowledge, Skills, Abilities, and Attitudes expressed in behavioral terms).
- The HP Cell has begun their initial analysis of leadership requirements by focusing on the key leadership competency of "teambuilding," making use of the HP Cell's extensive knowledge of team performance, evaluation, and development options.
- Concepts for officer and enlisted teambuilding competency pilots have been drafted and will be finalized in the coming week.

**Qualifications and Certifications**: *Designed to recognize Navy qualifications & civilian certifications.*



**Performance:** Provides Sailors with a clearly defined performance based career path. (double click) This presentation outlines intended Evaluation, Advancement and Counseling changes to enlisted and officer career paths.



**Mission/Function Area Analysis:** Requirements-based analysis of Navy missions and functions which analytically link resources to war-fighting capability. Correlates Force and unit level tasks, conditions, and standards to Sailor level knowledge, skills, and abilities. Current focus areas include ATW, C5I, Engineering, and Damage Control.

**ATW:** Expect to complete initial mapping from NMETLs to Jobs/Skills/Tasks NLT 22 Feb. Upon completion of mapping, will develop core modules for ATFP Continuum and possible Beta test.

- **CDR Bobola,** Dennis Duke and CFFC (N34) rep to visit NCIS New York and NYPD to discuss FP planning skills/training requirements. Follow-on meeting with Secret Service in early March.
- CFFC (N34) and CDR Bobola will attend CNO (N34) ATFP Conference 20-22 Feb in DC. Testing web-based survey tool to determine applicability in focusing Mission Area Analysis efforts.

**C5I :** Participated in the HP Cell meeting last week;

- Participating in a 19-20 Feb working group to refine C5I product, determine solutions and develop metrics.
- Coordinated with LCDR Norton (IT project lead) to integrate our two efforts for a 25 FEB briefing to Admiral Natter

**Damage Control:** DC Mission Area Analysis scoping meeting 12-13 February covered requirements, process, products.

**Engineering :** Engineering scoping meeting (14-15 Feb) presented by CNSL N43D and hosted by CO, FTC Norfolk. Functional Area Analysis/ Working Group sessions beginning in the near future.

### Applied Projects, Betas, and Short Term Deliverables

**5VM Implementation:** NTR

**Acquisition:** NTR

Major Command Training Experiment: Major Command Training Experiment: OPNAV (N769) will host meeting at FASW, San Diego on 28 FEB 02. Draft agenda has been forwarded to the Flag Steering Committee (FSC) for review.

Knowledge Management: Project Team membership is being finalized with good support from CNET, DONCIO, PERSCOM, TF WEB, TF EXCEL and other partners. The project team has identified the following areas of opportunity (Vision Clarification, Content Management, and Integration):

- Refine the WEBPORT Vision (White Paper)
  - Integrate Knowledge Management/Collaboration
  - Integrate FTC Norfolk Engineering School Knowledge Efforts
  - Fully integrate Navy e-learning
  - Look at schoolhouse content/web management issues
  - Evaluate incorporation of current PERSCOM Initiatives/Content
  - Evaluate Lifelines/“Army on Line” lessons learned/opportunities
  - VENDOR “Proof of Concept” /Benchmarking (Market Research)
  - Develop/Integrate On-Line Mentoring Capabilities
  - Incorporating the Five Vector Model into the WEBPORT
  - TF Web/NMCI Issues
- Met with 7 leading vendors on 07 FEB who were tasked to provide their feedback on the Enterprise WEBPORT efforts prior to the 26-27 FEB. Current activities include:
- Ongoing enhancement of the WEBPORT by ETS
  - Working with CNET to fully integrate all WEBPORT efforts
  - Working to neck down the focus areas to 5-7 opportunity areas
  - Setting up a Team Room on Quickplace in conjunction with CNET CIO
- Preparations for the 26-27 February workshop at FTC in Norfolk are in progress. Efforts include:
- Finalizing agenda and participants
  - Looking to leverage upcoming CNET/TF WEB meeting and the CNA MPT conference
  - Arranging for Fleet Participation/Feedback in conjunction with the 26-27 Feb. Workshop

SVC SCH Support: NTR

Preventative Maintenance System (PMS) Tool. Rosemary Garris and Rex Major met with ATG LANT to demonstrate technology, discuss requirements, and develop plan for tool development. ATGLANT will identify systems/platform for product development.

### **Individual Cell Reports:**

HP: Completed Task Force Excel Human Performance Cell Conference Agreement reached by NAVMAC, NETPDTC, NAWCTSD and N79 on the required elements/process for HPSM Quadrants 1 and 2. Will publish a draft of the template later this week.

- Began identifying short-term training for Navy performance consultants (so that we can further increase the labor pool). IBM teammates are following up on this one to identify best/most cost effective solutions.
- Constructed task groups for upcoming ratings--list to follow—and conducted initial strategy sessions with TF EXCEL principals.

- [Click here](#) to request your free CD of the briefs on human performance and Task Force Excel that were presented. Detailed progress report of the HP Cell's efforts is attached below:

#### LANT:



SITREP Input 13  
Feb.doc

**PAC:** CNO visited on 8 Feb. Demonstrations/briefings included First Class PO Leadership Course and utilizing wireless laptops hooked up to 9th House Network interactive computer training. In addition, demonstrated TFE PAC projects on Virtual Ship Tour and Reverse Sponsorship.

- TFE PAC BOD will meet on Friday, 15 Feb with VADM Harms.
- Dr. Dull and Cheri Miller in Japan briefing TFE and gathering WESTPAC inputs on TFE projects (msg 050220Z FEB 02).
- Informal brief on TFE was given to training managers 11 FEB. Continuing effort in exploring Instructor Training to the Fleet.

#### CNET- NTR

**Washington DC:** Attached is the greatly expanded program/project management database. We're currently tracking 99 projects in LANT and 75 in PAC. [Click Here](#) to view the entire database (50MB) if you are outside the Enterprise Network. [Click Here](#) if you are inside the Enterprise Network. Under the Project section, the last entry is the Program Database. Pay particular attention to the coding schema; request Project Leads review the TFE coded number and provide feedback. Pay particular attention to the '???' place holder, as it denotes we couldn't figure which project area the item belongs (many are closely related: i.e. IT or C4I). A data sort function for each column allows users to ID and pull up all initiatives related to project areas. For example, using the data search engine, insert project code\* (i.e. C4I\*) to view all projects associated with C4I, their POC, action officer, status etc.