

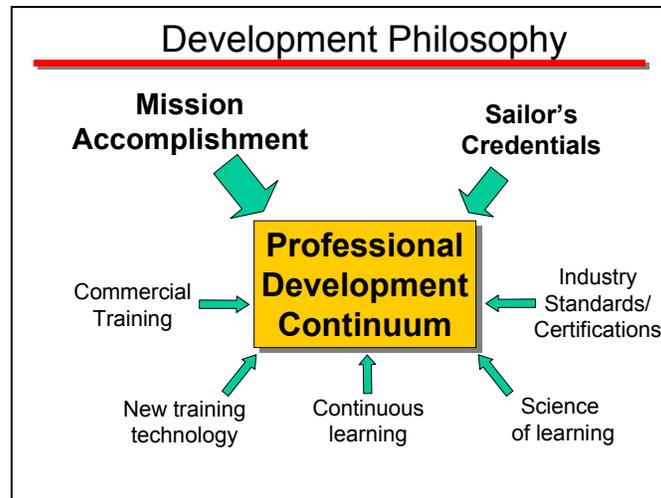
## **Professional Development Vector**

The professional development vector will serve three main functions. First, it will clearly define the human performance requirements (i.e., the jobs that need to be performed) throughout a Sailor's career. The Sailor's ability to meet these performance requirements will affect his or her advancement and promotion. Second, it will define the competencies (i.e., the knowledge, skills, abilities, and other traits) that are needed to perform these jobs. Third, it will present the learning opportunities and tools that are available to prepare Sailors to meet these human performance requirements. In essence, the professional development vector provides a roadmap that shows the jobs and competencies that are required for each career phase (or job) and the learning opportunities available to acquire those competencies.

The vector contains several layers of information. The top level defines human performance requirements in terms of the primary jobs that Sailors will be expected to perform at each phase of their career. The second level provides amplifying information on each job by listing the tasks, duties, and, where appropriate, define the proficiency levels and conditions under which these tasks will be performed. The third level specifies the competencies (i.e., the knowledge, skills, abilities, and attitudes) that are required to perform these jobs/tasks/duties to the required proficiency levels. The fourth level provides the tools and other learning opportunities that are available for Sailors to achieve/acquire these competencies. It will identify courses of instruction (both formal classroom and e-learning) as well as OJT, work experience, and other learning opportunities.

The philosophy in developing the sailor continuum is to meet the needs of the Navy while at the same time addressing the needs of the Sailor. The main goal is to prepare Sailors to perform jobs to achieve Mission Accomplishment.

The secondary goal is give Sailors credentials that are meaningful in the civilian sector. That is, while we prepare them to perform their jobs to achieve mission accomplishment, we want to give them opportunities to achieve civilian certifications and qualifications that will bolster their resumes. Research shows that employees who feel that their employers provide for their professional development (i.e., invest in their people) tend to stay with that company. An added benefit to the Navy is that even if sailors decide to leave the Navy, they serve as great recruiting advertisement by showing family and friends the credentials they earned in the Navy.

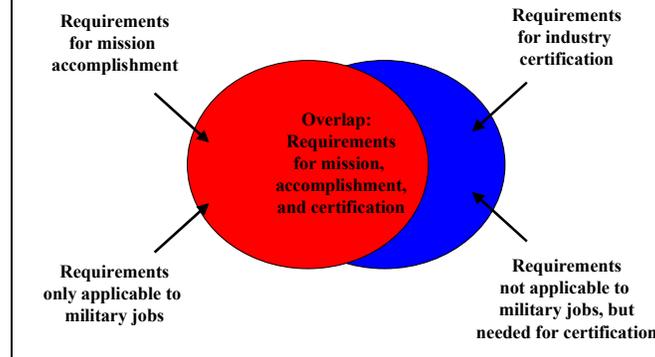


There are other factors to consider in developing the Professional Development Vector. They include:

- **Commercial Training** – The commercial world has long looked at the Department of Defense as the leader in the area of workforce training practices. With the development of new training technology, commercial training now is on the cutting edge. We must look at how the commercial world is training for jobs that are similar to Navy ratings and, where feasible, we must use their programs to train our people.
- **New Training Technology** – We must take advantage of all newly developed training technology to include distance learning. Beta testing an e-learning solution is highly recommended.
- **Continuous Learning** – A key characteristic of this continuum is the notion of continuous learning. We must break the mindset that formal training opportunities can only occur between assignments. We must provide an environment where learning opportunities are continually available throughout a Sailor's career.
- **Science of Learning** – The science of learning has matured to the point where some general "rules" have been developed and tested by performance consultants. Applying these rules, and eventually contributing to the rule set, will allow us to offer the best menu of blended learning solutions so long as we explicitly determine how we are going to meet job performance requirements.
- **Industry Standards/Certifications** – Civilian certifications will have the greatest impact on Sailors. Earning these certifications will keep Sailors competitive with their civilian counterparts. This is another commitment that the Navy is making to our Sailors.

## Military Mission vs. Industry Certification Requirements

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One of the most challenging areas facing this group is to balance the requirements for mission accomplishment against the requirements for industry certification. As the figure above shows, requirements fall into three categories:

- 1) those that apply to mission accomplishment and to certification,
- 2) those that apply only to military jobs (mission accomplishment), and
- 3) those that do not apply to military jobs but are needed for certification.

The amount of overlap between mission accomplishment and certification will differ by rating.