

INTRODUCTION

1. The RCN is currently developing a strategy to modernize the system of training by leveraging modern technologies, methodologies and alternate approaches. As part of this strategy, the RCN believes that industry has a role in increasing the efficiency and effectiveness across all three functions of the Naval Training System (NTS). Therefore, the Naval Training System Transformation (NTST) Team and the Directorate of Naval Requirements invite industry to participate in a workshop aimed at addressing the following questions:
 - What types of partnerships between Industry and the RCN could help with implementing and sustaining naval training modernization? How could these partnerships lead to increases in effectiveness, quality, and overall efficiency of naval training?
 - Which technologies should the RCN invest in that would have the largest impact on effectiveness, quality, and efficiency? Which should the RCN avoid? Provide explanations and descriptions of the potential benefits, costs and risks of these technologies.
 - What examples/case studies can you provide that illustrate the points made above?

BACKGROUND

2. The Naval Training System will continue to be subject to the command of the RCN and be controlled by the RCN under DND and CAF regulations. The NTS is comprised of three constituent systems: Commander Naval Personnel and Training Group (CNPTG) is responsible for delivery of IT&E and operational management of Naval personnel. The Director Naval Force Readiness (DNFR) and the Commander Sea Training Group (CSTG) respectively assure Operational Training and Collective Training requirements are met. Considered as a system, the NTS has three basic functions:
 - **Training Management:** Activities that support the command, control and administration of naval training. Includes things such as course scheduling and loading (registration), infrastructure and classroom management , student movement and accommodation and acquisition and operation of trainers and simulators;
 - **Training Development:** Activities that support the delivery of training. Includes things such as Lesson Plan and courseware development, qualification management, ISD functions, support to instructors (monitoring and professional development) , program evaluation and validation; and
 - **Training Delivery:** Activities that result in knowledge and skill acquisition by target population. Includes things such as Synchronous and Asynchronous Instruction (both virtual & face to face) and Student Assessment.
3. As a result of their findings, the NTST Team has begun the development of the Future Naval Training System Strategy. This Strategy is focused on the adoption of five key supporting strategies that will enable:
 - the adoption of an operating model for the full spectrum of individual and team (operational and collective) training;
 - the capitalization of Technology Enabled Learning and modern learning methodologies;
 - the streamlining of training management and renewed governance;

- the introduction of new infrastructures that support modern learning methodologies; and
- a focus on sustainability of the naval training capability.

4. The key features of the Future NTS are:

- reduced reliance on classroom-based training delivery, increased reliance on team training and recognition of self-development and experience philosophy;
- a stream-lined Training Management and Delivery organization and creation of an agile and scalable enterprise training management solution;
- an overall reduction in training through better equipment user interface, better performance support systems, advanced job aids and on-the-job competency certification;
- effective, networked onboard individual and team embedded training systems;
- networked shore trainers and sea-going assets Distributed Mission Training capability;
- an overall reduction in the number of shore-based trainers and simulators through the implementation of re-configurable, multi-role trainers (RMPS);
- a navy-wide institutionalization of Distributed Learning technologies, methods and capabilities;
- an increased focus on the acquisition, management, delivery and sustainment of training capability and a revamp of Training System configuration management and support mechanisms;
- potential opportunities with academia and industry where optimally efficient and effective; and
- modernization and reduction of the Naval Training Infrastructure/footprint.

INTENT

5. Focussed primarily on the **Training Management & Training Development** functions in the NTS, and in light of the strategic direction of the Future Naval Training System Strategy, discuss the questions posed above. Included in discussion should be a focus on how proposed changes or solutions will produce measurable increases quality and effectiveness.

POSSIBLE INDUSTRY SUPPORT SCENARIOS

6. There are a variety of areas in which industry might support the NTS. Each of the aforementioned functions is comprised of multiple fundamental supporting activities that may or may not be suitable for industry participation. Any supporting function or a combination of two or more could be analyzed. DND and the RCN are not interested in industry support to training delivery (delivery of instruction), procurement, financial management or life-cycle support as these functions are addressed via existing mechanisms and/or direction.

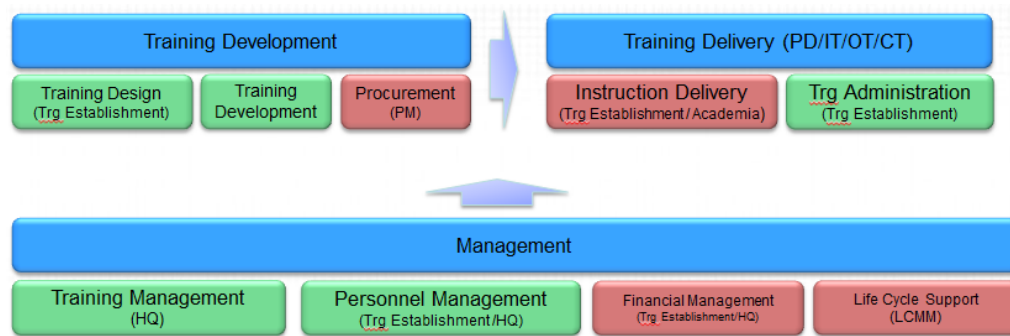


Figure 1: Possible Industry Support Areas (green)

DEFINITIONS

7. Professional Development (PD) -consisting of common training, training required for specific employment and/or general self-development training and education at any or all Development Periods (DP) levels;
8. Individual Training & Education (IT&E) - activities or events at the individual level that provide both initial and/or advanced knowledge, skills, and other attributes (KSOAs) required to carry out required duties and tasks both at sea and alongside. This includes refresher training for perishable individual skillsets;
9. Operational Training (OT) - training that takes groups of individually trained personnel and forms them into the effective operational specialist sub-teams which collectively form an operational unit; and
10. Collective Training (CT) – training that brings sub-teams together into a formed unit and trains them as a cohesive whole, the result of which is a unit generated to a specified level of readiness. It encompasses all-unit training as well as interaction between two or more units.