Navy Knowledge Online
2003 NMCI Industry Symposium

CAPT Kantner
757-444-2996 x3086
James.Kantner@cnet.navy.mil

"It's all about delivery systems."
CNO 12 Sep 02 BOA

NAVAL PERSONNEL DEVELOPMENT COMMAND

Preparing for the Revolution: Task Force EXCEL

- **Purpose – To catalyze the revolution in Naval Training ignited by the Executive Review for Navy Training (ERNT)**
- **Key ERNT Takeaways:**
  - "Today's Navy training system is neither postured nor organized to produce and maintain the trained force required [today]."
  - "The gap between what high-quality sailors and potential sailors want and expect, and what the Navy is prepared to deliver, is too great…"

What was wrong?

- **$12 Billion Annual Training Budget**
  - Enough to pay Harvard tuition for every Sailor every year…what about ROI?
- **Funding resources disconnected from requirements-setters and trainers**
- **1 of 4 Sailors in school on any given day in the Navy…away from work**
- **Little or no connection between acquisition, training, waterfront support, and Sailors**

New Tools, New Opportunities

- **Human Performance-Based Training**
  - A new view of readiness-driven Training
- **Four-Quadrant Model**
  - Build, Deliver, Analyze, and Adjust
- **Emphasis on the Science of Learning**
  - Delivering the Right Training at the Right Time…
- **Five Vector Model**
  - For the first time, a Career Road Map for Sailors
- **Integrated Learning Environment**
  - Connecting NKO with an LCMS & LMS creates a powerful capability
- **Leveraging Available and Future Technologies**
  - Personalization, Delivery, and Communities of Practice

Next Slide

Task Force Excel Vision

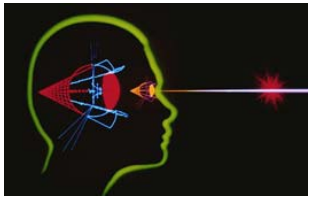
- **Focus**
  - Sailor-Centric World View
  - A Lifelong Learning Continuum
  - A personal, portable, virtual learning space
  - Combine:
    - Career (Professional Development)
    - Quality of Life (Personal Development)
    - Validation of training (Certs & Quals)
    - Building Leaders (Leadership)
    - Job (Performance)

Executing the Vision

- **CNET became Naval Education & Training Command**
  - Dual-hatted as N00T…Primary Training Resource Sponsor
- **Naval Personnel Development Command Created**
  - Responsible for Standardization & Delivery of Individual Training
- **Thirteen Learning Centers Established**
  - Supporting Lifelong Continuum of Learning for Families of Ratings

Next Slide

Knowledge Management Defined



KM

The systematic, explicit, and deliberate building, renewal and application of knowledge to maximize an enterprise's knowledge-related effectiveness and returns from its knowledge assets.

Karl Wiig 1997

"THE RIGHT KNOWLEDGE TO THE RIGHT PEOPLE AT THE RIGHT TIME"

Navy Knowledge Online: A Brief History

- **Started when CNO articulated Manpower, including recruiting and retention, as one of his top 5 priorities**
- **RADM Harry Ulrich was charged by the CNO to head the Task Force Excel (TFE) initiative, but needed a clear way to communicate how TFE would meet the CNO's Manpower priority**
- **The result was the KM Requirements White Paper**
  - Captured the vision
  - Story became a touchstone for sharing the vision
  - Navy Engineering Online CD-ROM created
- **White paper and CD-ROM spawned the portal that has become Navy Knowledge Online**

We defined the end state through storytelling

- **Step 1 - Focus on the sailor (people) vice the technology in a KM-centric organization**
  - What does this Sailor need do? Not necessarily how, but specifically what?
- **Step 2 - Look at processes**
- **Step 3 - Define the technologies that support the people and the processes**

The KM Business Model

"The whole is greater than the sum of the parts."

- **Provide an INTEGRATED, STRUCTURED, virtual learning environment**
  - With personalization and intuitive workflow
- **Provide the Sailor access to his/her 5VM anywhere, anytime**
- **Develop communities of practice focused on the Centers of Learning**
- **Integration with critical enterprise systems (Human Resource Systems)**
- **Deliver tacit and explicit knowledge**
- **Deliver job performance aids**
- **Provide reach back capability**

NKO Features that Support the KM Business Model

- Distributed content management
- Personalization
- Customization and targeting of information
- Integrated Search and Taxonomy (Convera Search Platform)
- Instant Messaging, Online Presence, Interactive Chat Rooms
- Message Boards
- Collaboration Center for sharing information anywhere
- Central directory of experts
- Real time assessments and usage metrics

Knowledge Management Applied

- **The Centers**
  - A collection point, management authority, and dissemination agent for all knowledge related to a family of ratings
  - Leverages existing structure to administer the various domains within NKO
- **Navy's integrated portal for**
  - Lifelong learning
  - Personal development
  - Knowledge management

More NKO Details Continue Brief

NKO at a Glance (Move Fast)

- Built on same platform as…
  - Army Knowledge Online (1.3 Million Current Users)
  - Homeland Defense (175,000 Projected Users)
  - FEMA 1st Responders Portal (4 Million Projected Users)
- Virtually eliminated R&D costs and start-up risks
  - NKO deployed in 30 days
  - NKO SIPRNet live June 2nd
  - Partnership with NAVSEA for NKO local shipboard presence
    - Sailors have been utilizing NKO while deployed at-sea since NKO's launch
- Navy's adoption of NKO
  - > 90,000 users
  - > 30 communities of practice
  - > 500,000 logins
  - > 300,000 documents downloaded
  - > 1,000,000 instant messages sent

What Sailors are saying about NKO

- **I am so glad to finally see this service provided. This is an excellent tool. I wish to thank your team for putting all of this information literally at our sailors fingertips.**
  - gary.fletcher E6 Active Duty 02-JAN-03

- **This is a OUTSTANDING web site, I am glad to see the Navy moving toward a single system that you can access all the tools you need to become a competent Leader. Thanks for moving the Navy in a upward direction in the best technology in the world.....IT1(SW/AW)Joseph J Johnson**
  - joseph.j.johnson E6 Active Duty 23-DEC-02

- **BRAVO ZULU! THIS HAS TO BE THE MOST INSTRUMENTAL NAVY WEB SITE I HAVE EVER SEEN. EVERYTHING IS AT YOU FINGERTIPS! THANK YOU SO MUCH FOR THINKING OF THE FLEET!**
  - yomika.brock E5 Active Duty 15-NOV-02

- **Has anyone told you how fantastic this website is?!? I am in in my second consecutive independent duty billet and because of this site I finally feel a part of the Navy again! Please do as much as you can to get this out to the Sailors (I just read it today in the Navy times) I have no doubt that this will soon be a site similar to BUPERS, one which we can not live without. Is there a way to get it out via message or possibly on the LESs?**
  - summer.wedel Active Duty 11-OCT-02

Users by Account Type

Account Type	Total Logins	Unique Logins
Navy - Active Duty	334,159	64,731
Navy - Reserve	40,906	11,766
DoD Civil Service (Navy)	33,487	4,081
Guest Account	16,391	551
Navy - Retired	14,132	2,212
Marine - Active Duty	1,995	807
Delayed Entry Personnel	708	121
Marine - Retired	645	92
DoD Contractor	387	1
Navy - Reserve Retired	366	122
DoD Civil Service (Marine)	312	82
Naval Academy Midshipman	146	22
Marine - Reserve	130	58
Marine - Reserve Retired	5	2

The Road Ahead

- **Alignment with BUPERS on Project Sea Warrior**
  - Using NKO and the 5VM to build Web-based Job Brokering
- **Activating the Five-Vector Model**
  - Requires completion of Job Task Analysis Process (50% complete)
  - Working with Pers/Cell Exchange/MIT on rapid prototype
- **Building Partnerships**
  - NMCI
  - IP Officers
  - Army Knowledge Online
  - NAVRESFOR
  - NAVSEA
  - Office of Naval Research
  - DD(X)

Summary

- **NKO**
  - is not about technology – it's about processes that support the mission and those who execute the processes
  - is a business process enabler in support of KM principles
  - Is a vital part of the Integrated Learning Environment
- **Working with NMCI and NETWARCOM on Technology**
- **Knowledge Management = Transformation**
- **Distributed administration is key to KM success**
- **Heavy involvement by SME's critical to effort**
- **Building best practices and lessons learned**

Questions?

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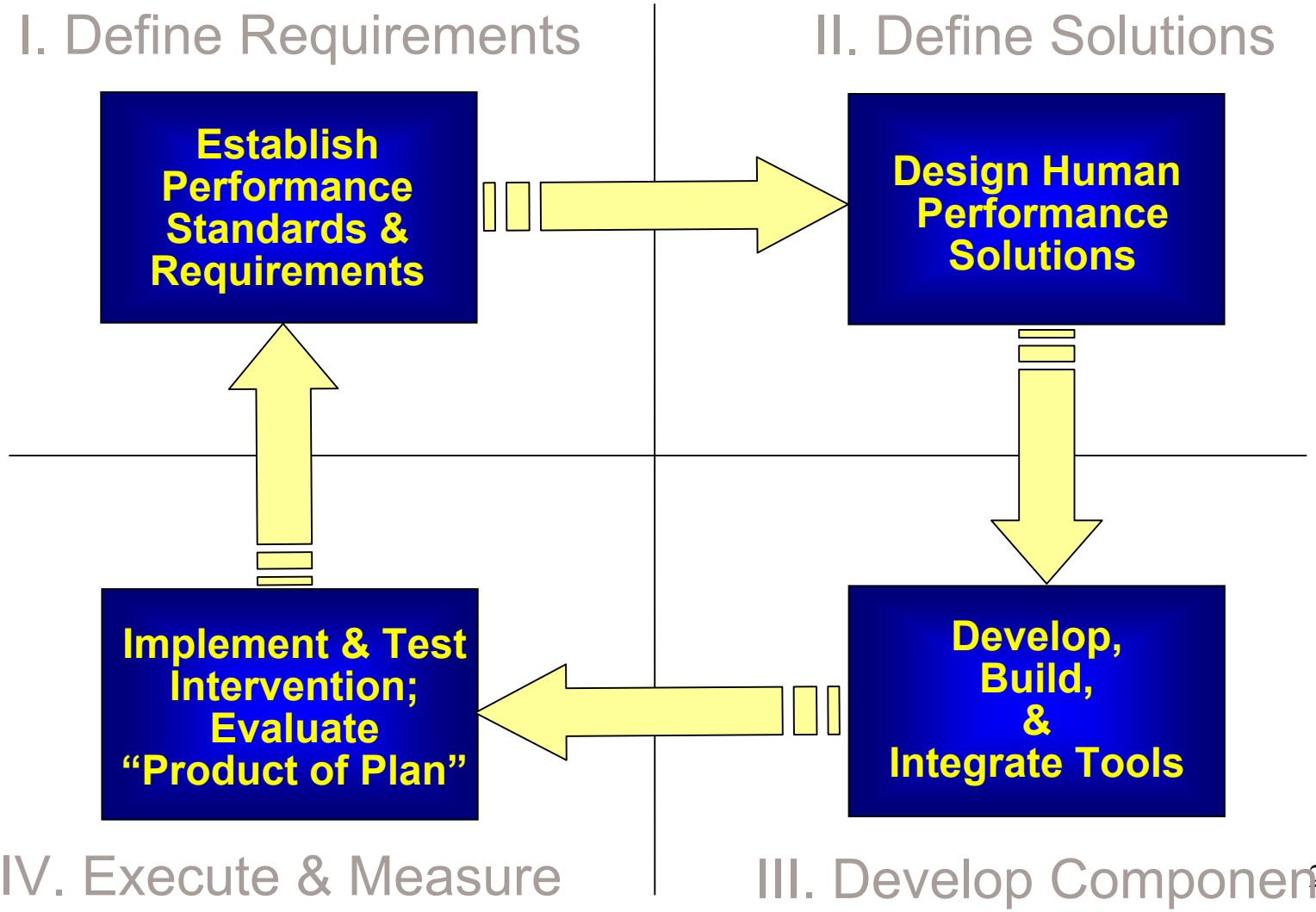
Other NKO Features

- User Guides
- My Links – bookmark favorite sites
- Personal Pages – Education, Finance, Career
- Account Management – NKO Profile, Change My Password
- NKO Feedback – submit comments and concerns about NKO functionality and content
- Training Support – links to TSCs
- Naval Missions – mission areas such as Air Operations, Amphibious Operations, Force Protection
- Communities – groups that are not Centers or Naval Missions

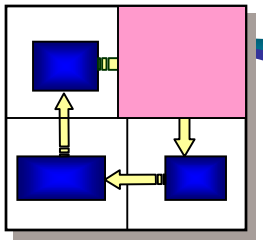
Back-up Slides

The Navy's HPSM
Making the Transition to Performance

Return to Brief



Science of Learning



Apply Science of Learning & Human Performance

Generate solution options and metrics

Conduct effectiveness & cost analysis

Make recommend-ations

Translate job requirements into competencies

(K, S, A, T)

Performance Consultants

Navy Learning Model

OJT/Mentoring
Instructor-Led Learning
Collaborative Learning
Computer-Mediated Learning
Reference-Based Learning

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The Five Vector Model

- **The concept of Sailors migrating upward through roles as Recruit, Apprentice, Journeyman, Master & Mentor**
- **Five elements to a "Career Plan"**
  - Professional Development
  - Personal Development
  - Leadership
  - Certifications & Qualifications
  - Performance

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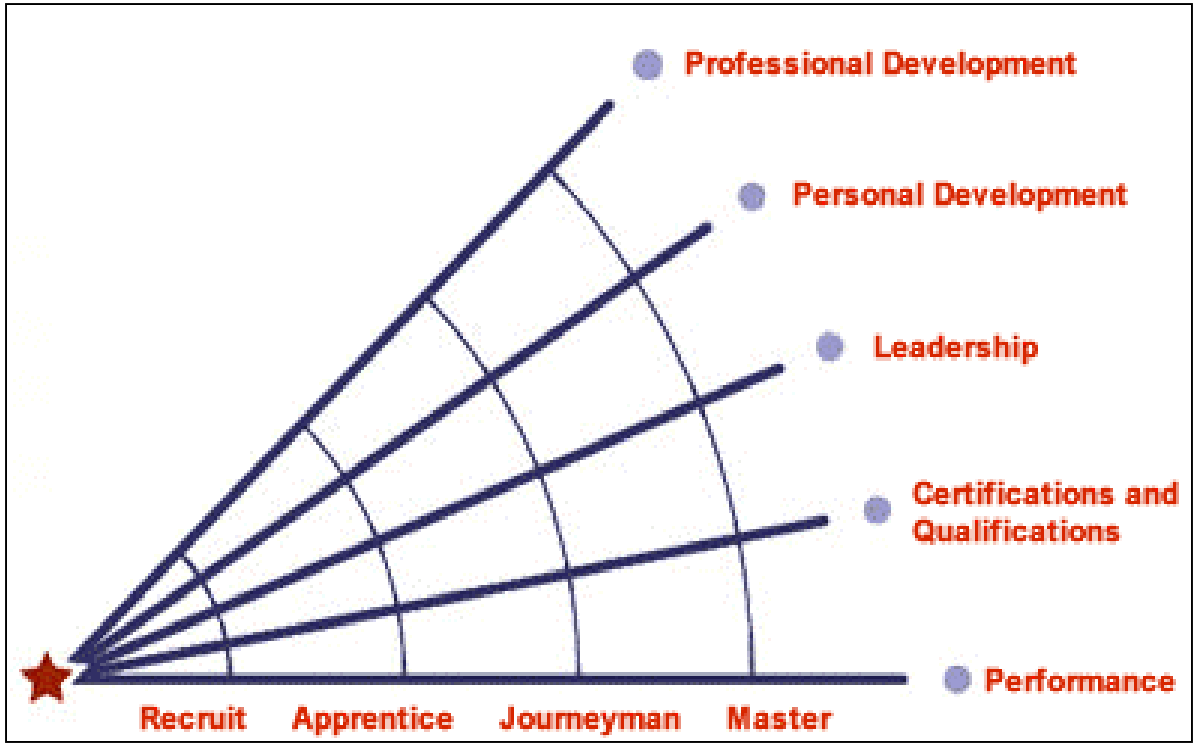
More 5VM Details

The Five-Vector Model



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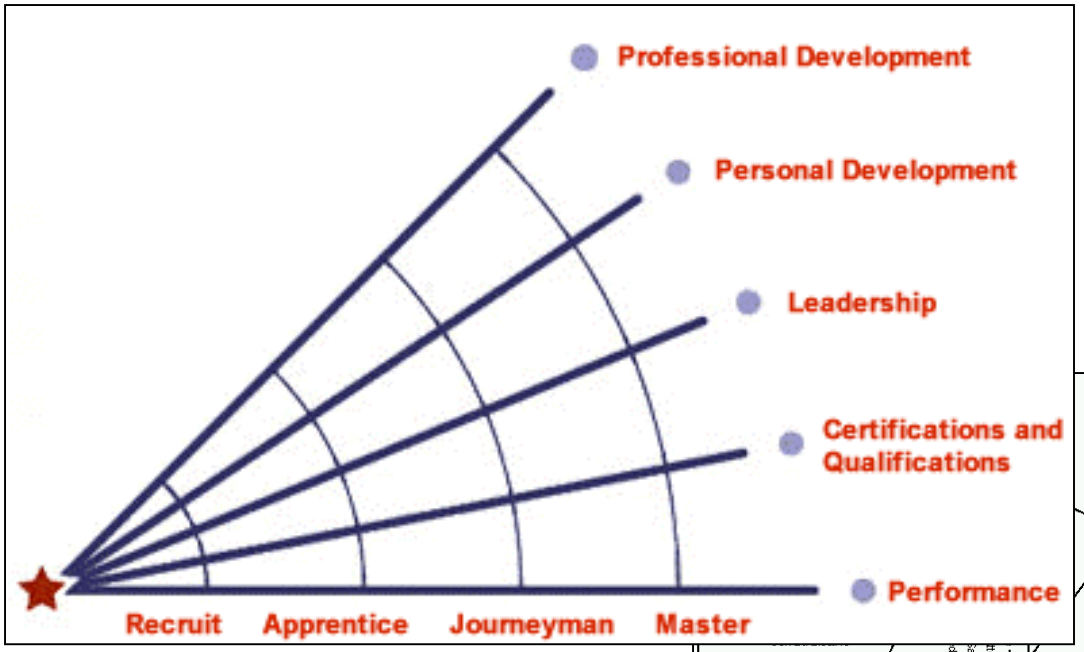
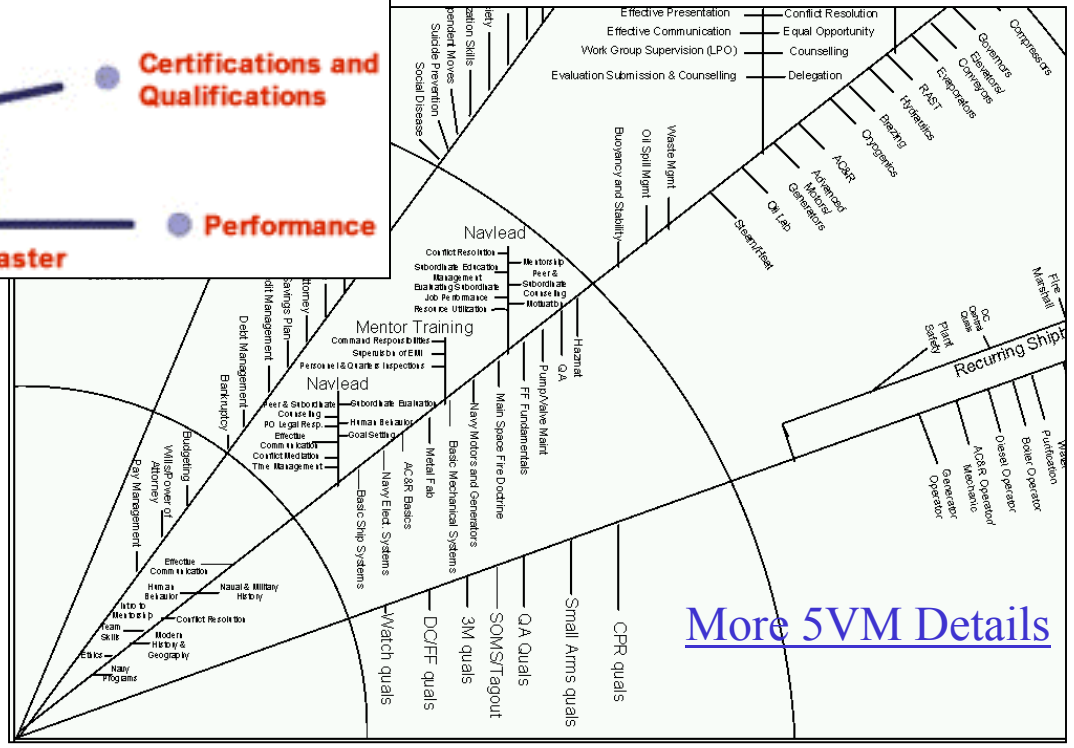
More 5VM Details

Detailed Five Vector Model





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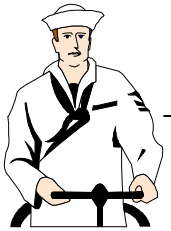
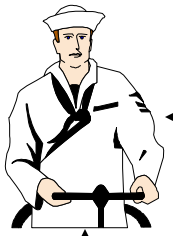
[More 5VM Details](#)

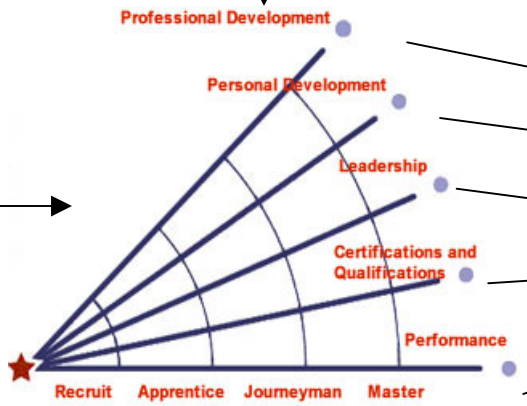
Five Vector Model's Potential Impact on Readiness

Fleet Requirements

Distribution Right Sailor at the right time

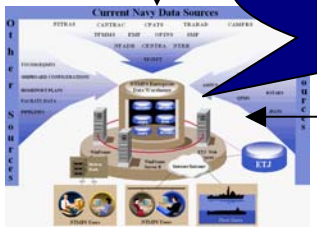


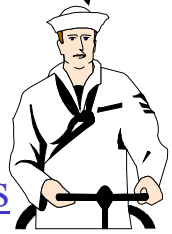




Increased Mission Readiness

Integrated Data Bases

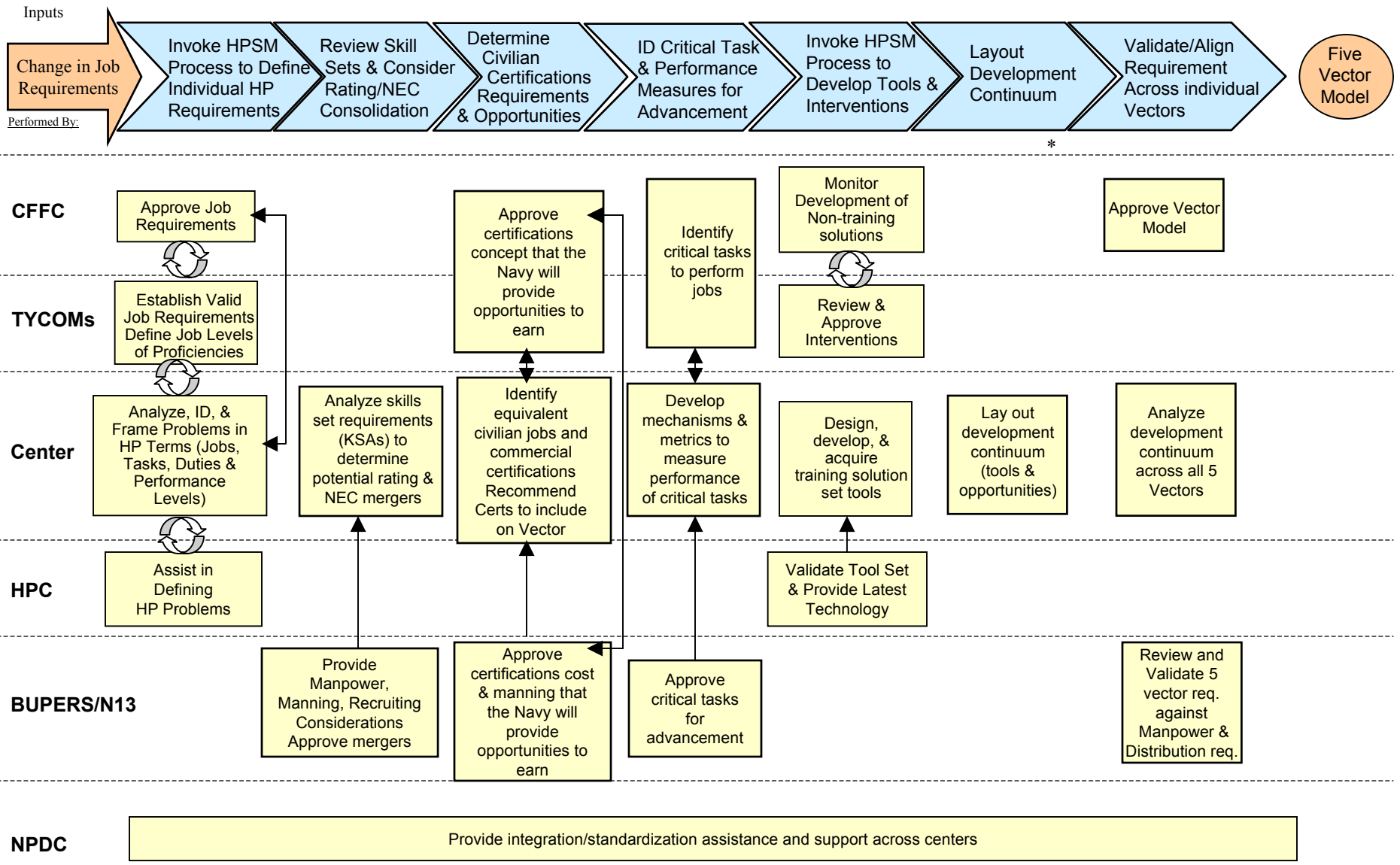




Individual Training & Education

Return to Brief More 5VM Details

Five Vector Model Process



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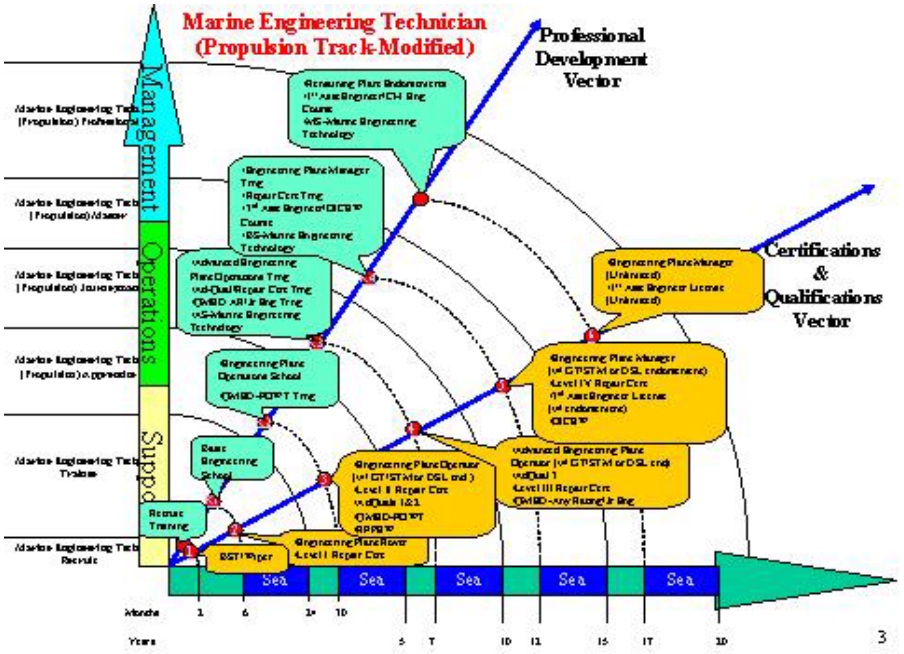
[More 5VM Details](#)

Iterative Process

Dynamic Resource Quantification

- **Utilizes the 5VM as an analogy**
- **Progression of Navy constituents through 5VM generates a composite index similar to the Dow Jones Industrial average Index**



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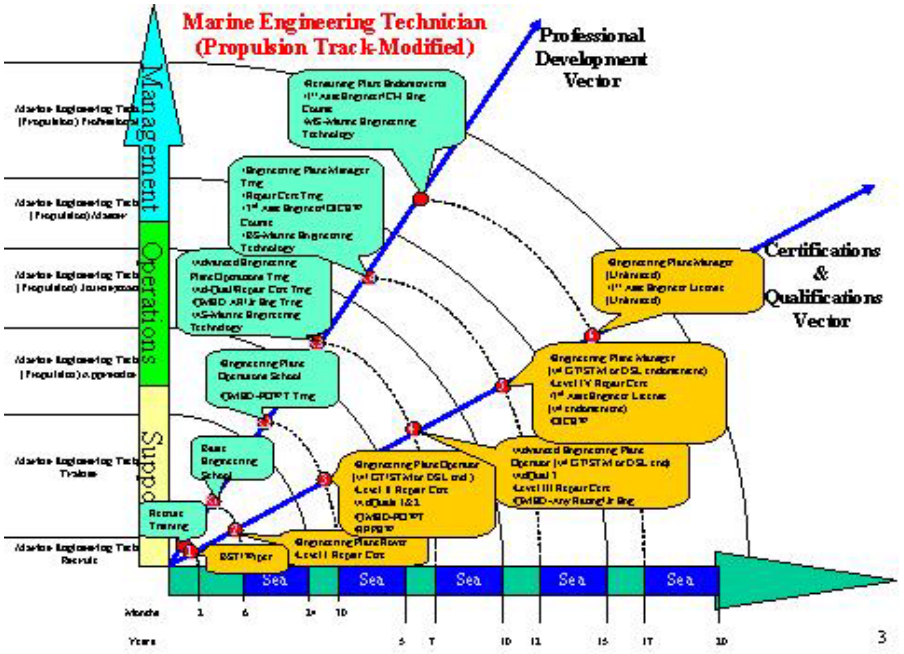
More 5VM Details

Dynamic Resource Quantification

- Each individual 5VM as a "share of stock" within a company.
- Sailor ratings correlate to Companies, and, in a larger sense, to Centers.
- Vector model must be interactive – dynamic and integrated – in order to capture data and utilize it to generate promotion capabilities



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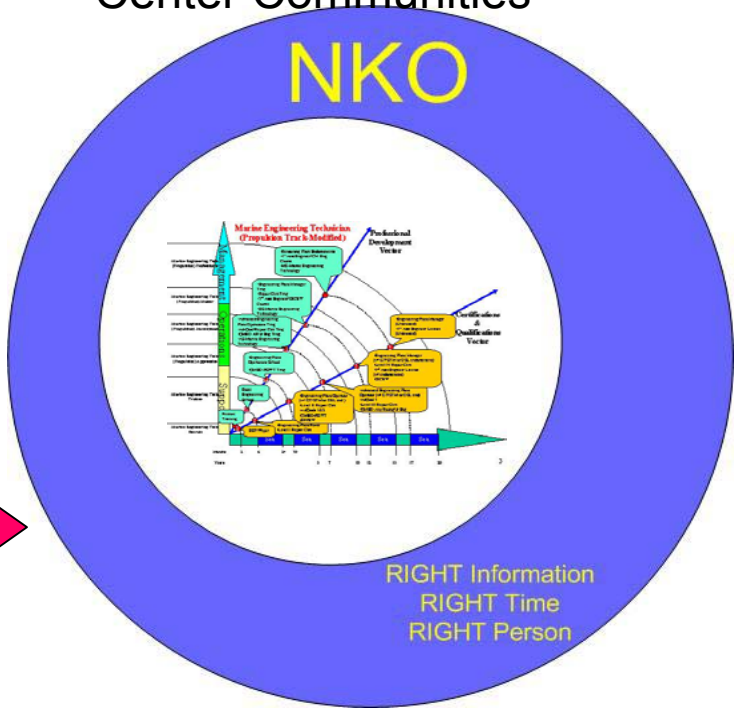
More 5VM Details

Meeting our Goals

Center Communities

Requirements

- NMETLS
- Emerging issues from Fleet, TYCOMS, CFFC



Mission Readiness

Capabilities
Develop Human
Capital

Return to Brief

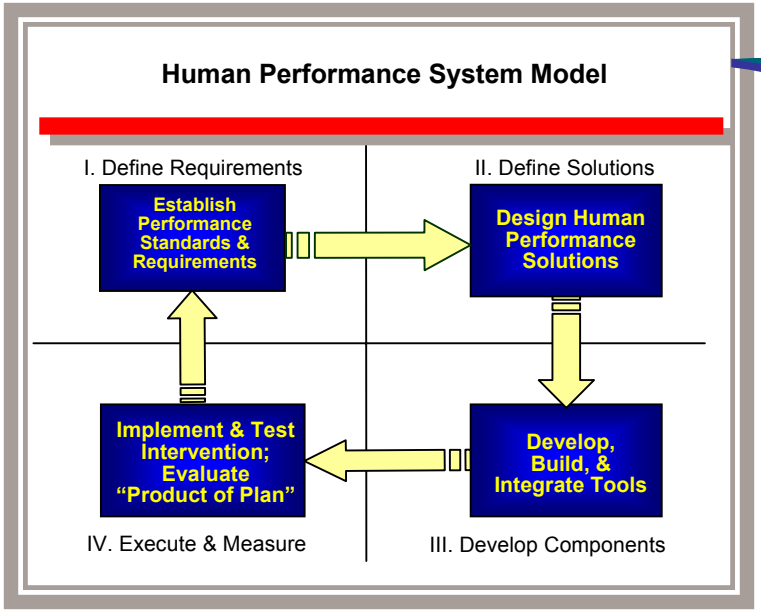
KM Requirements White Paper

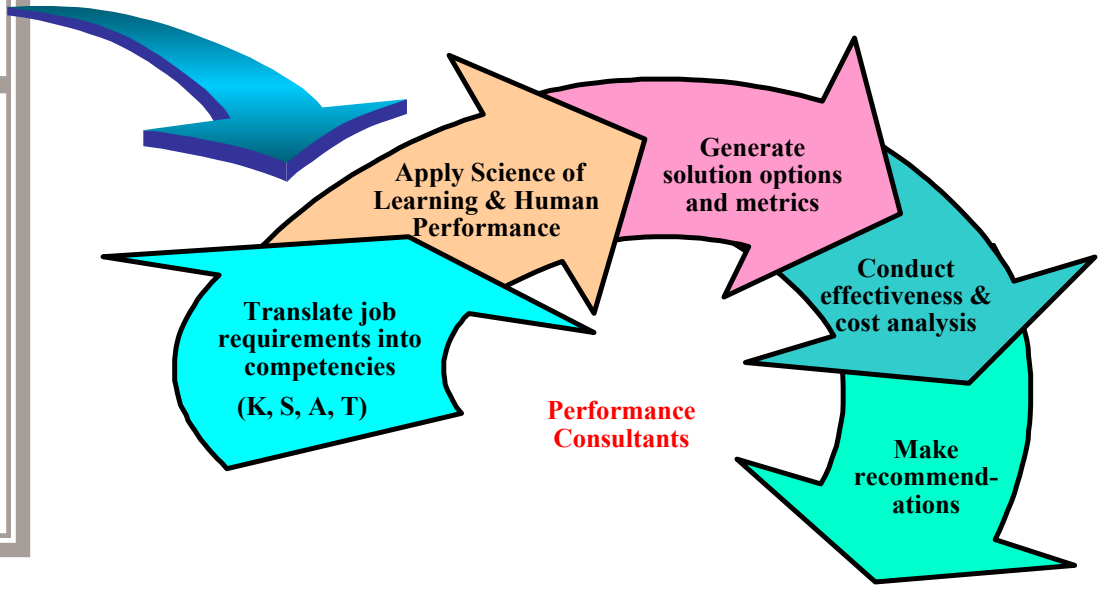
- *Mandate at Accession – Establish the Personal Portable Home Page…*
- *Create an undeniable use-case tied to learning and career growth …*
- *Create an indispensable bond between the Center and job performance…*
- *Catalyze Communities of Practice…*
- *Foster Mentorship…*
- *Contribute to organizational team building…*
- *Create distributed ownership in the sailor's multiple communities...*
- *Define functionality of the Center from the sailor's eyes, through the door of the portal…*

Back to the brief

HPC Mission Statement

The mission of the Human Performance Center is to optimize Naval warfighting performance by applying the Human Performance System Model and the science of learning to all facets of Naval operations.





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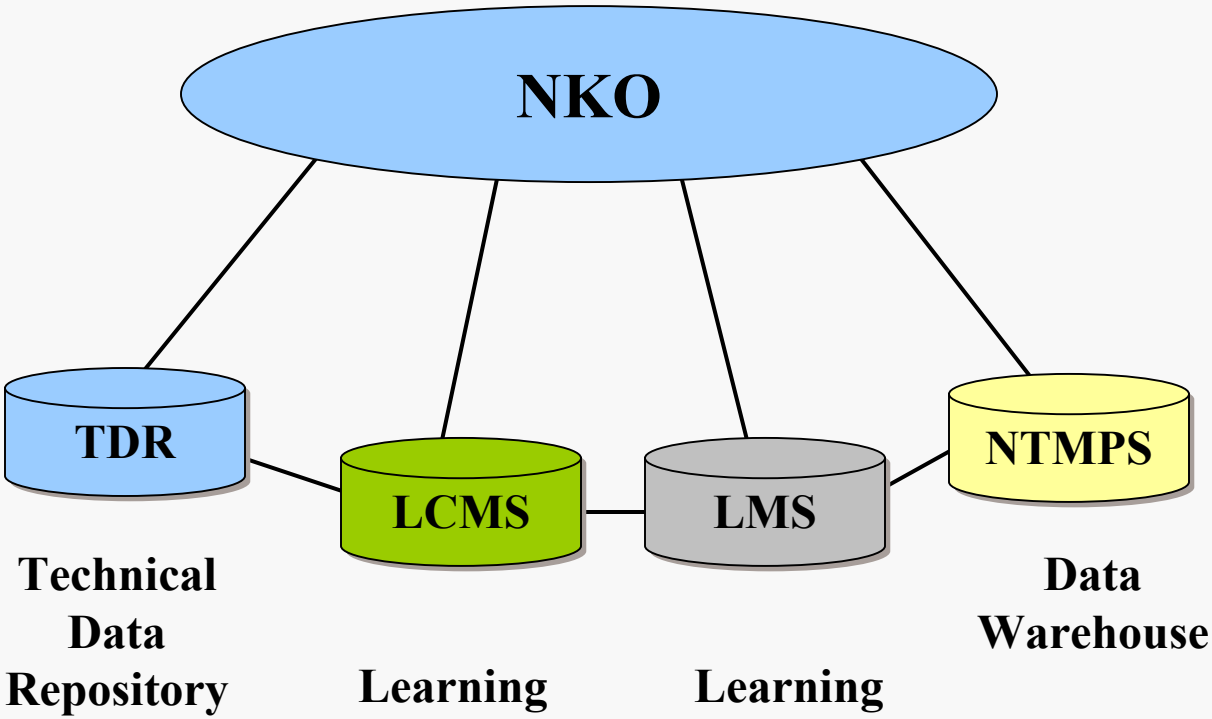
Integrated Learning Environment

- **Unites KM processes with E-Learning and Reusable Learning Objects**
- **Empowers both Centers and Sailors**
- **Integrated Learning Environment Components**
  - NKO/LCMS/LMS/Technical Data Repository/NTMPS
- **Acknowledges Management Requirements**
- **Enables Aggressive BAM Goals**

Return to Brief More ILE Detail

Integrated Learning Environment



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More ILE Detail

Organizational Management Requirements

- **Standards**
  - Taxonomy
  - Metadata
  - Comparable tech data chunks to training content chunks

- **Workflow Project Management Tools and Training**
  - Roles & Rights built into KM, LCMS, and LMS
  - Templates and Performance Support Tools

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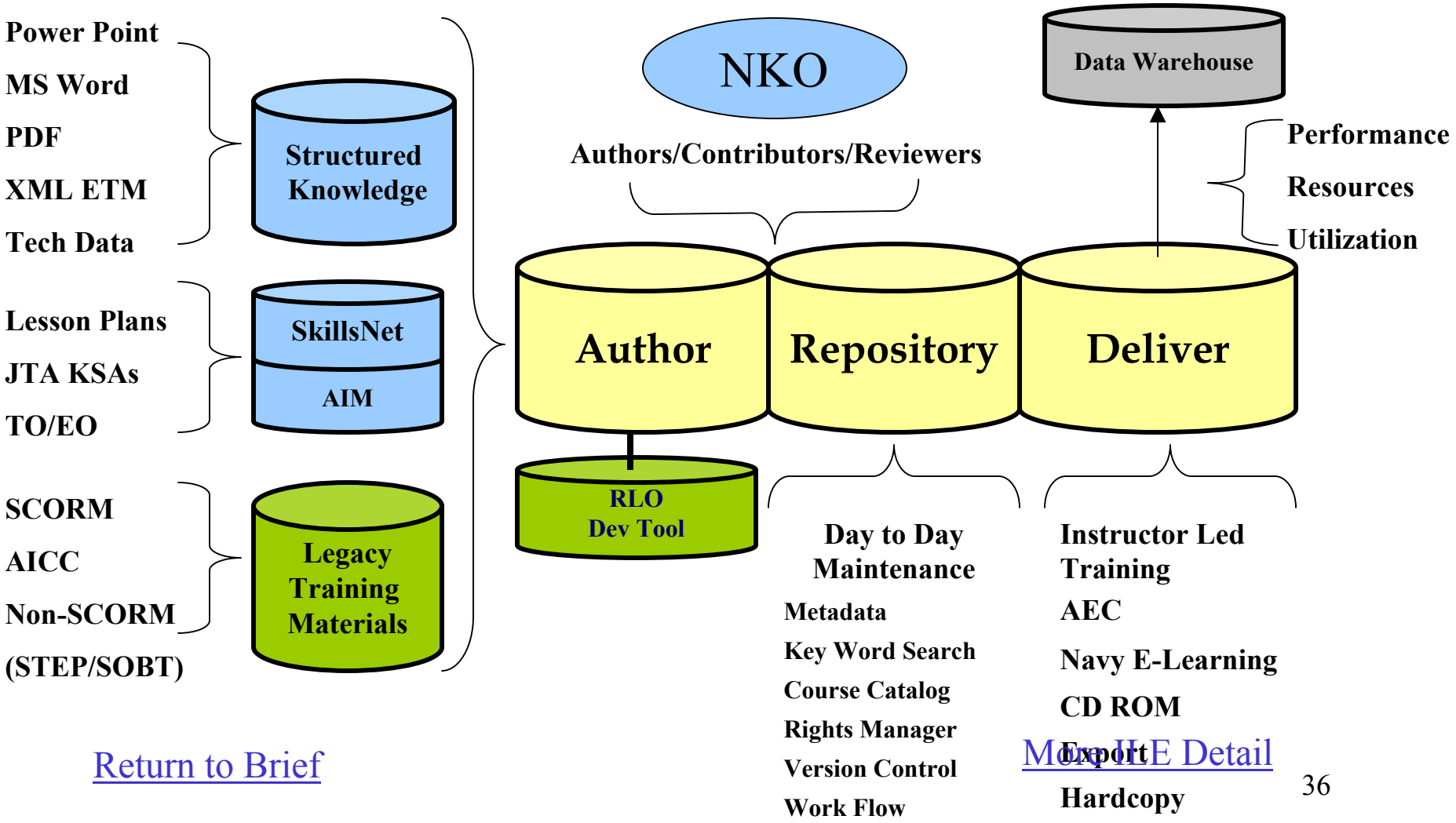
More ILE Detail

Learning Content Management System



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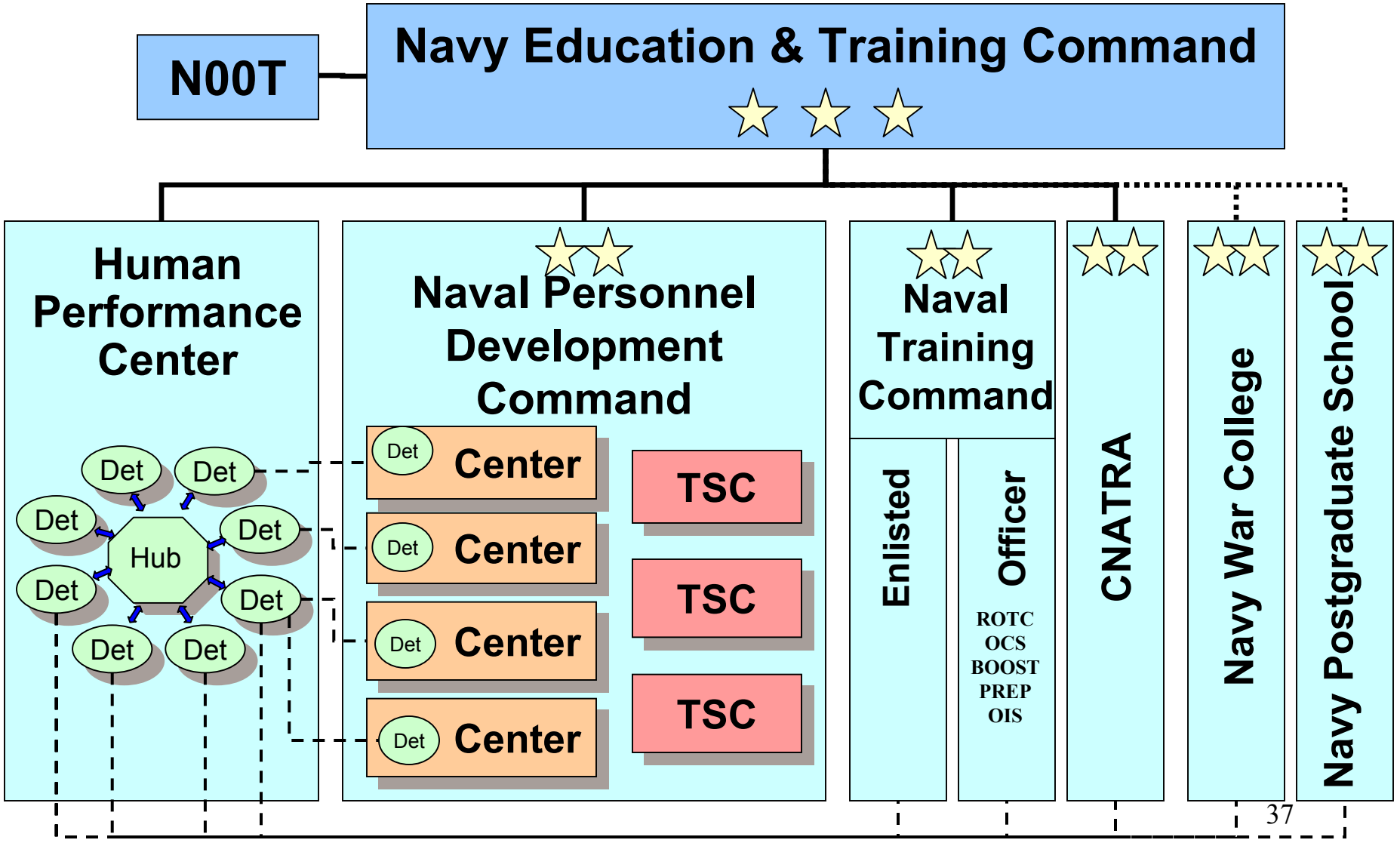
More IE Detail

New Organization



Naval Education and Training Command

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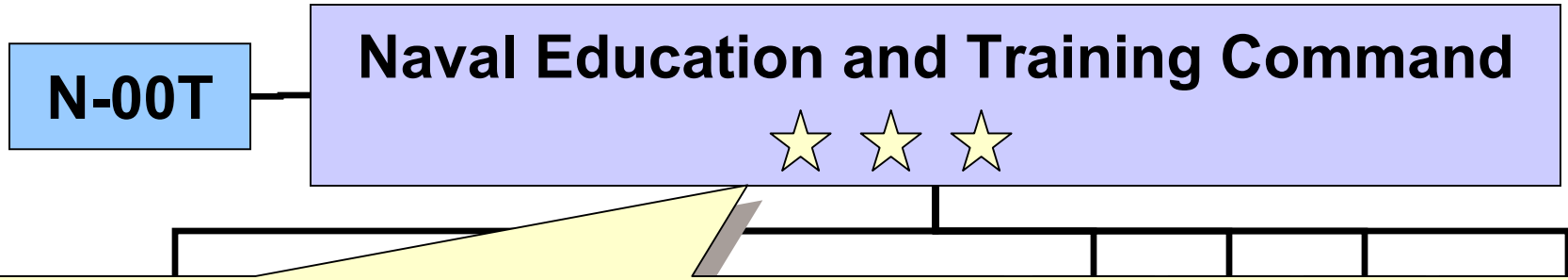
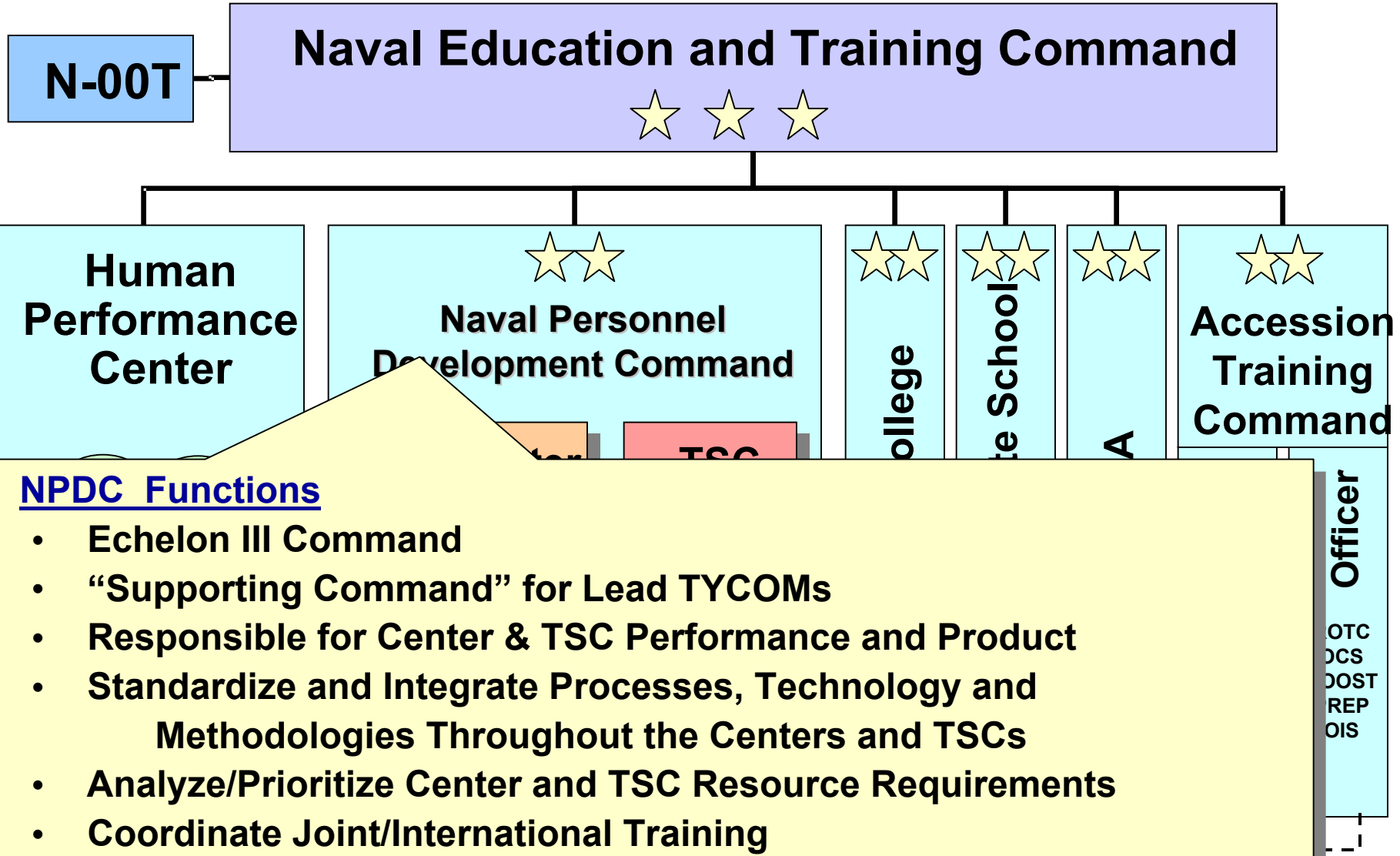


Command Functions

- **Echelon II Claimant and T/E Assessment Sponsor**
- **Principal Advisor to CNO & CFFC on Learning & Human Performance**
- **Develop Individual Training & Education (T&E) and Human Performance (HP) Strategy and Policy**
- **Provide Direction and Exercise Control Over Individual T&E and HP Resources**
- **Principal Signatory for All Acquisition Programs (HP Issues)**

Naval Personnel Development Command

Return to Brief More on NPDC



NPDC Functions

- Echelon III Command
- "Supporting Command" for Lead TYCOMs
- Responsible for Center & TSC Performance and Product
- Standardize and Integrate Processes, Technology and Methodologies Throughout the Centers and TSCs
- Analyze/Prioritize Center and TSC Resource Requirements
- Coordinate Joint/International Training

"Support, Integrate, Standardize Navy Learning Centers"

- Provide HP solutions for validated fleet requirements
- Provide professional and personal education and certifications necessary for every sailor to succeed in the Navy and a follow-on civilian career
- Institutionalize a continuum of learning to provide relevant training throughout a Sailor's career

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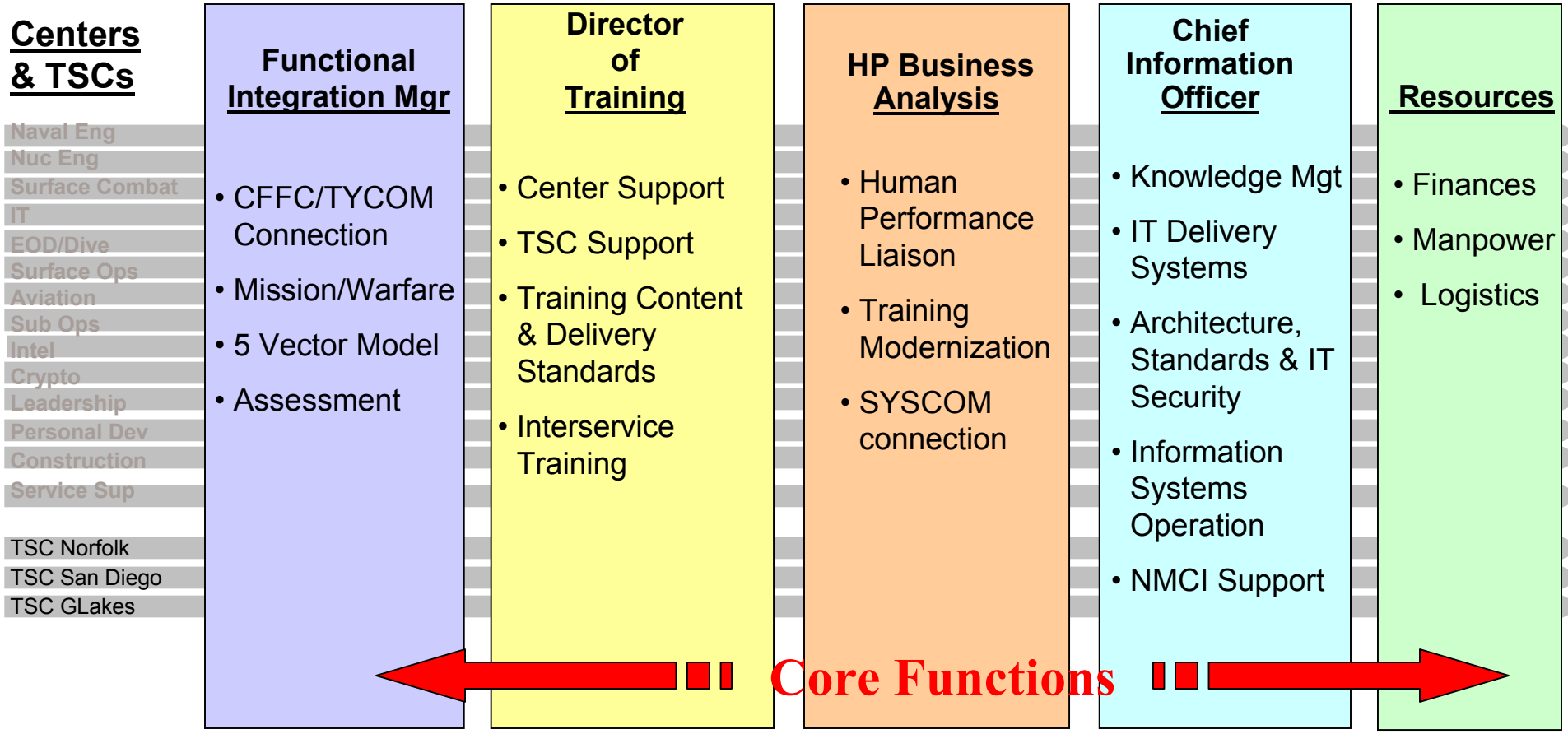
More on NPDC

NPDC Baseline Matrix Organization
"Support, Integrate, Standardize"



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More on NPDC

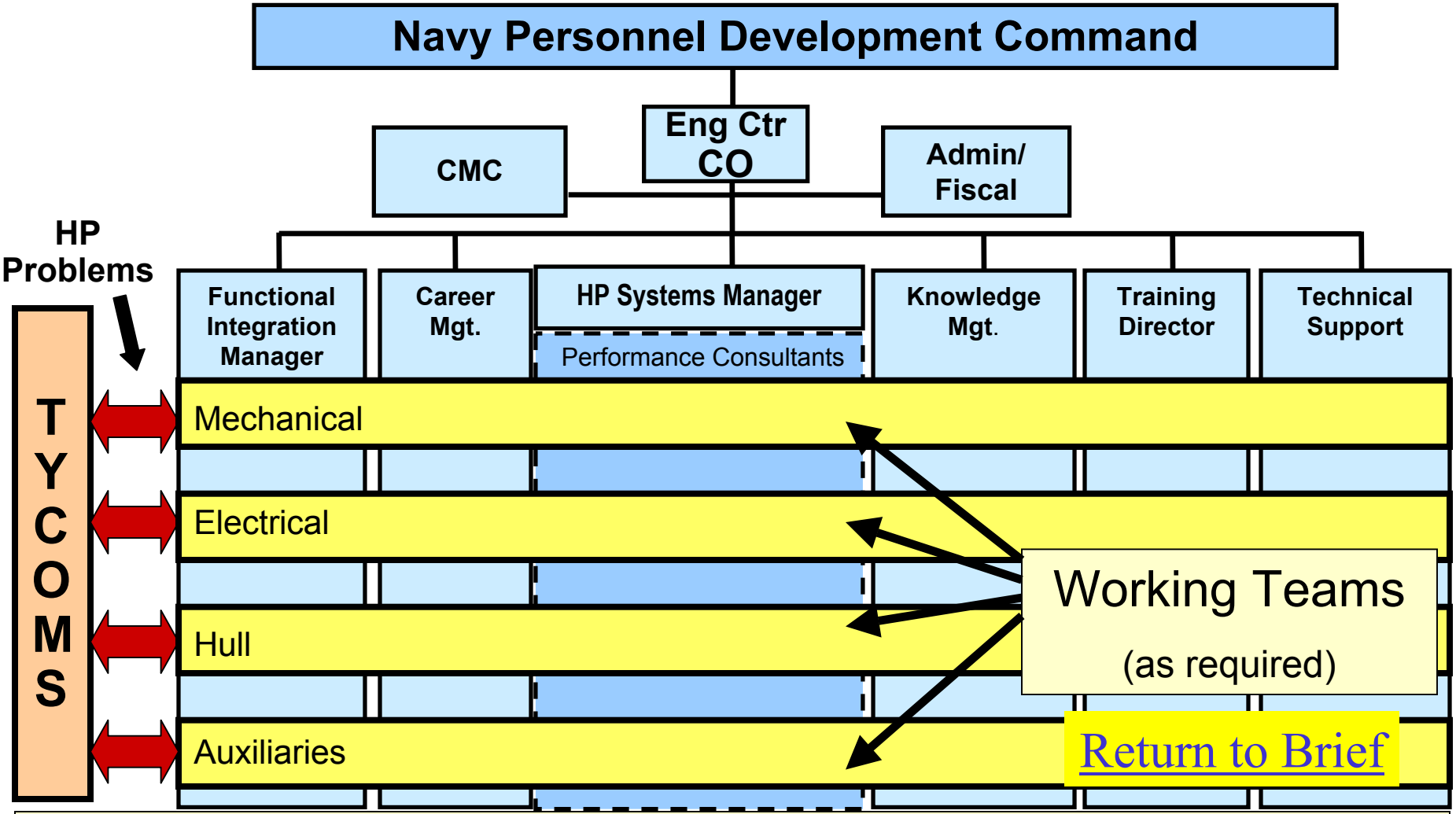
Center Goals

- Single point of contact for requirements submission
- Responsive to Fleet requirements
- Responsible for product development and delivery
- Single point of accountability for curriculum continuum
- Maintain Center competency model
- Engaged with DoD, Industry, and Academia to ensure relevancy, currency, and innovation
- Advocate for measuring continuum impact upon mission accomplishment
- Single point responsibility for identifying, recommending, and developing tools and opportunities (training & non-training)

Return to Brief More on NPDC

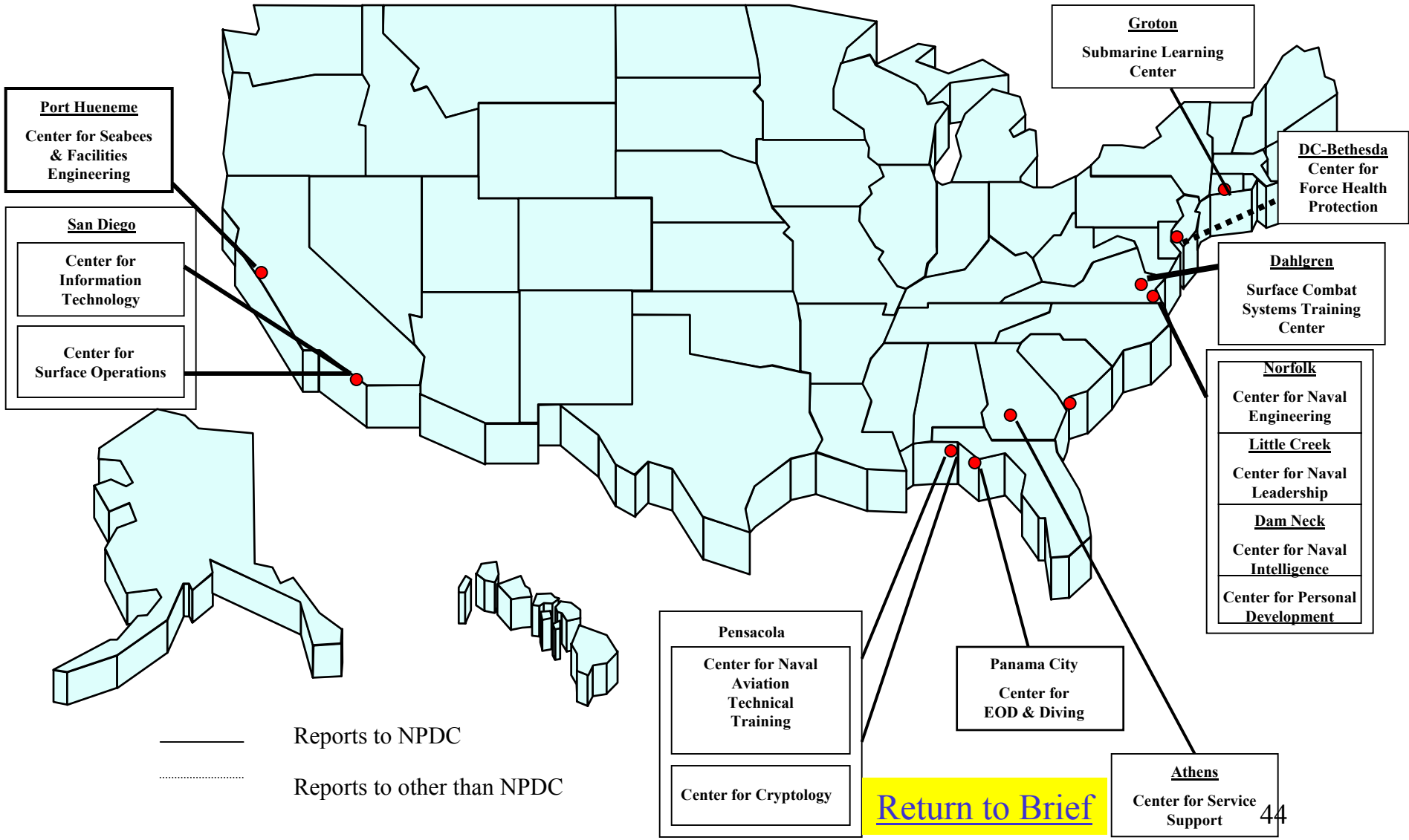
Building the Centers

Functions Define the Shape of the Organization



Experts from 6 divisions form teams to work human performance problems.

Center Locations



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Security

- User authentication via DEERS
- NETC issued Interim Authority to Operate (IATO)
- System Security Authorization Agreement in progress
- All communications on Secure Socket Layer (Port 443)
- Instant messaging and chat encrypted
- DITSCAP ongoing for Army and Homeland Security versions of NKO (NETC working)
- In compliance with DoD regulations

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More Details

Open Architecture

- **Based on commercial open standards**
- **Supports any relational database, any J2EE app server, Java and .Net**
- **Supports web services**
  - AKO White Pages Live on NKO
- **NKO can integrate with any web-based application**
- **Pursuing Defense Collaboration Tool Set (DCTS) certification**
- **NKO works within NMCI domain and standards**

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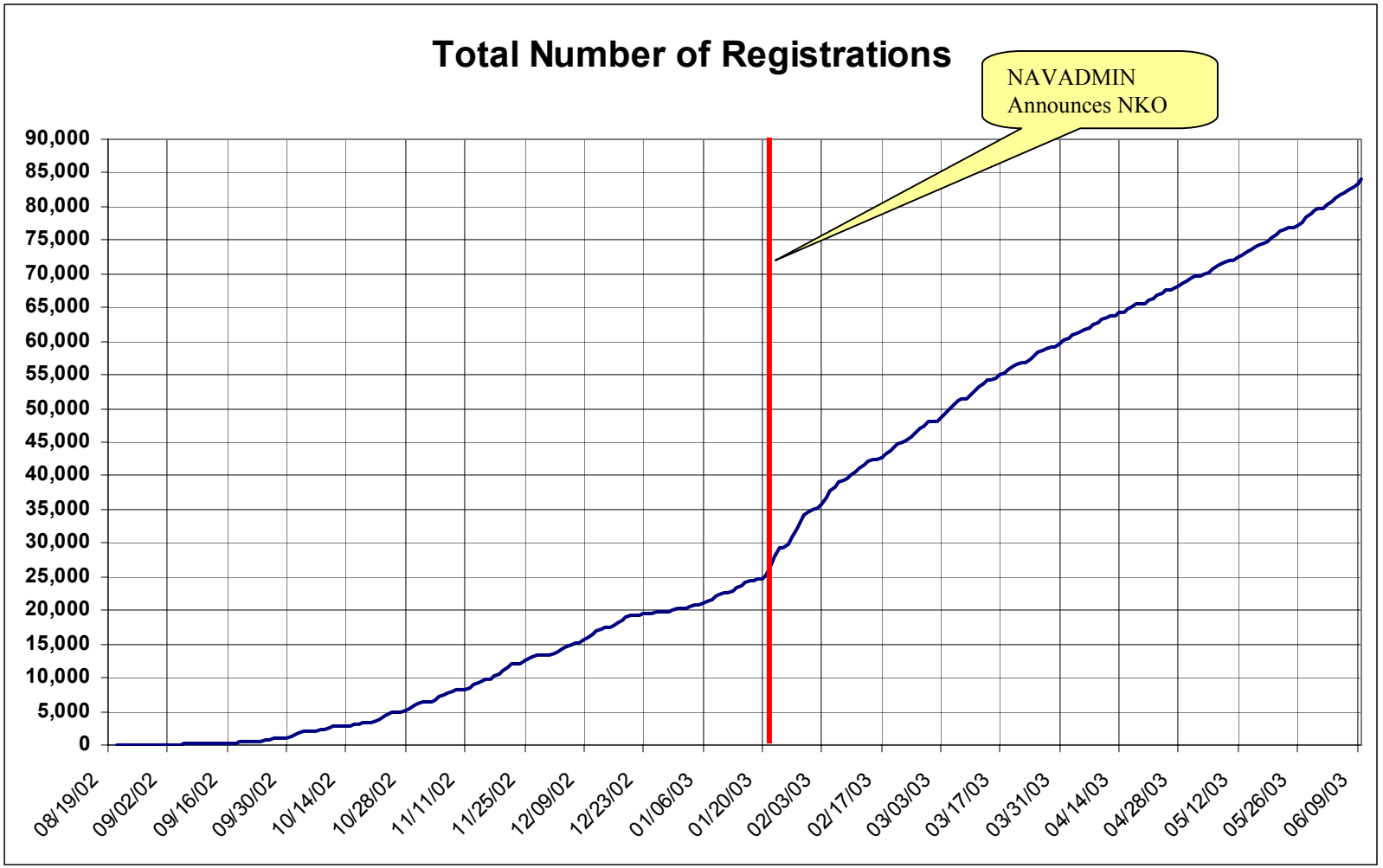
More Details



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More Statistics

Users by Community

Community	Number of Users
Aviation Tech Trng	15,267
Service Support	10,235
Personal Development	7,541
Surface Combat Sys	7,155
Info Technology	7,098
Naval Engineering	5,878
Cryptology	5,468
Submarine Learning	4,364
Surface Ops	4,103
Force Health Prot	3,857
Seabees / Fac. Eng.	3,230
Naval Leadership	3,159
Intelligence	1,975
Nuclear Engineering	1,364
EOD/Diving	1,343
Human Performance	995
EDO	416
ATFP	217
SWOS	193
SUBLANT	166
IP Officers	117
DON XML	95
NPDC	75
Naval Libraries	68
Space Cadre	42

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More Statistics

Top Downloaded Files
(What are they consuming?)

Organization/Information Files	No. of Downloads
CNO Top 5 Priorities	5,405
Five Vector Model	4,673
5VM_Demo	4,623
Learning Centers	4,558
NKO Login Primer	2,934
KM Portal History	2,312
Latest NPDC SITREP	2,180
Task Force EXCEL Brief	2,108
FY03 E7 Selection Board Brief	1,628
NAVADMIN 016-03	1,389
NAVADMIN 259-02	1,074
CNATT Staff Directory	1,062
Naval Training The New Era	983
vector1	944
Database worksheet 25Apr03	862
Covey Visits CNL	810
NKO Usage and Registrations	774
Naval Training the new era	692
Centerelements loc	634
Line Bar	602

Product/Content Files	No. of Downloads
NLPG_2003_complete (Leadership Planning Guide)	1,950
LeadershipTrivia Game 1	1,479
NLPG 2003 Palm Version	1,298
RETIRE1-tax (Tax Information)	1,294
UNIFORMREGSnew	1,104
Competency Model)	966
The 21 Irrefutable Laws of Leadersh...	956
activeruntimeWeaponSystem1 (CD inventory of Aviation Maint. CBTs)	908
RETIRE-tax	867
Colin Powell on Leadership	821
FLL demo (Front Line Leaders)	625
Commercial Certifications	619
USN Personal Training Plan	558
MENTORING SPOTLIGHT	509
SCW Program Update (Seabee Combat Warfare)	500
IT SkillsMapper Assessment	468
CNL Competency Model	456
Commercial Certifications	421
Navy Core Values demo	416
Volume I Edition 2 (CNE Monthly Newsletter)	406

Sea Warrior

"At the heart of Sea Warrior is Sailor Advocacy"

"Sea Warrior starts the individual Sailor's career management at the initial entry point and then follows a path of lifelong learning to maximize growth and development"

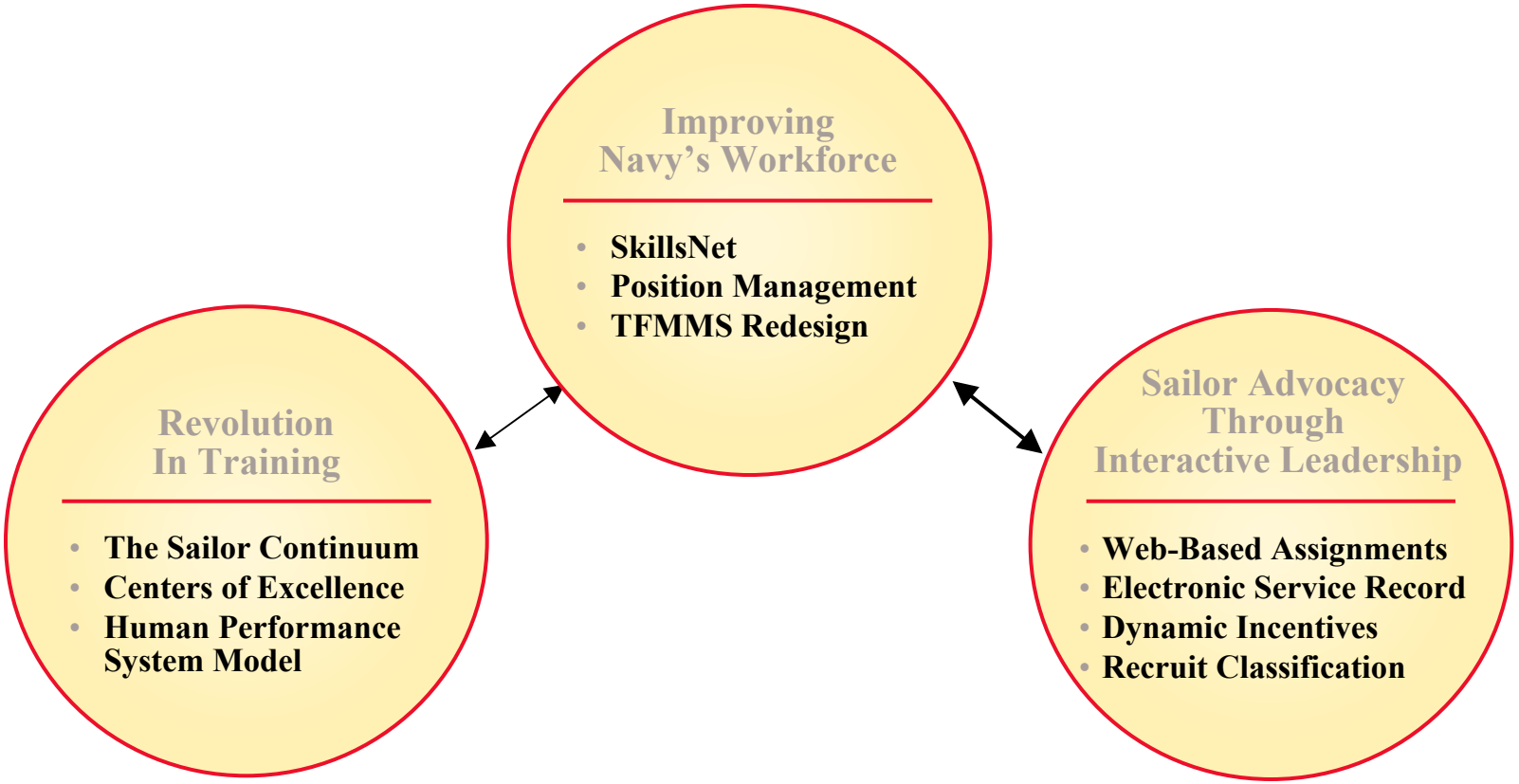
Maximizing Human Capital

Return to Brief

More Info

Today's Landscape:
Individually Progressive; Collectively Incoherent

Characterized by Episodic Coordination...
Driven by Individual Project Demands…not by a Coherent Plan



Return to Brief

More Info

Business Process & Technology Integration Assessment

Tomorrow's Landscape

Business Process Fit-Gap Analysis

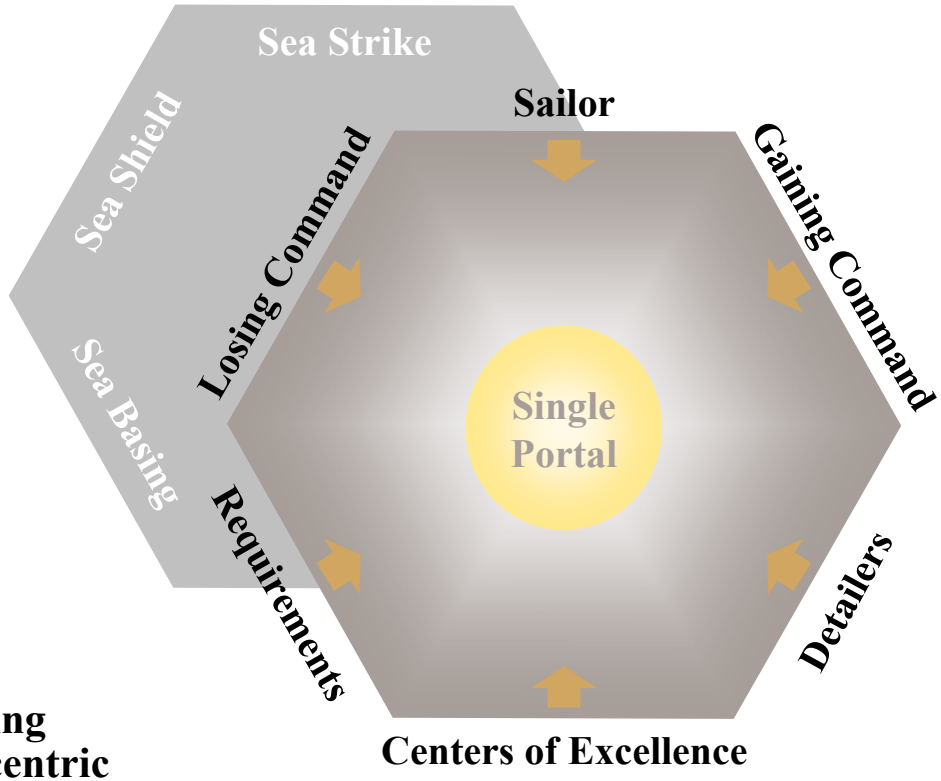
Technology Fit-Gap Analysis

"Integration - Synergy, Rapid-Delivery and Improved Product Quality"

Return to Brief

More Info

Sea Warrior



Combined Objectives

- Aligned initiatives
- New technologies
- Exploiting private sector opportunities
- Optimized resources
- Business best practices
- Reduced overhead

Combined Services

- Web-enabled
- Self servicing
- Single portal
- Career planning
- Information-centric
- Command involvement
- E-resume - ESR/ETJ
- Continuing education

Combined Functionality

- Decision support tools
- Classification engine
- Optimizing agents
- Auction generator
- Position taxonomy
- Knowledge management
- Information vehicles

Return to Brief More Info

Sea Warrior Process & Technology Integration Cell: CNET/CNP Co-Chair

Ensure progress From Top Down

ESC

CNPC / NPDC
N1 CIO / CNET CIO
NPRST / HPC

- Establish Milestones
- Focus resources
- Remove Barriers

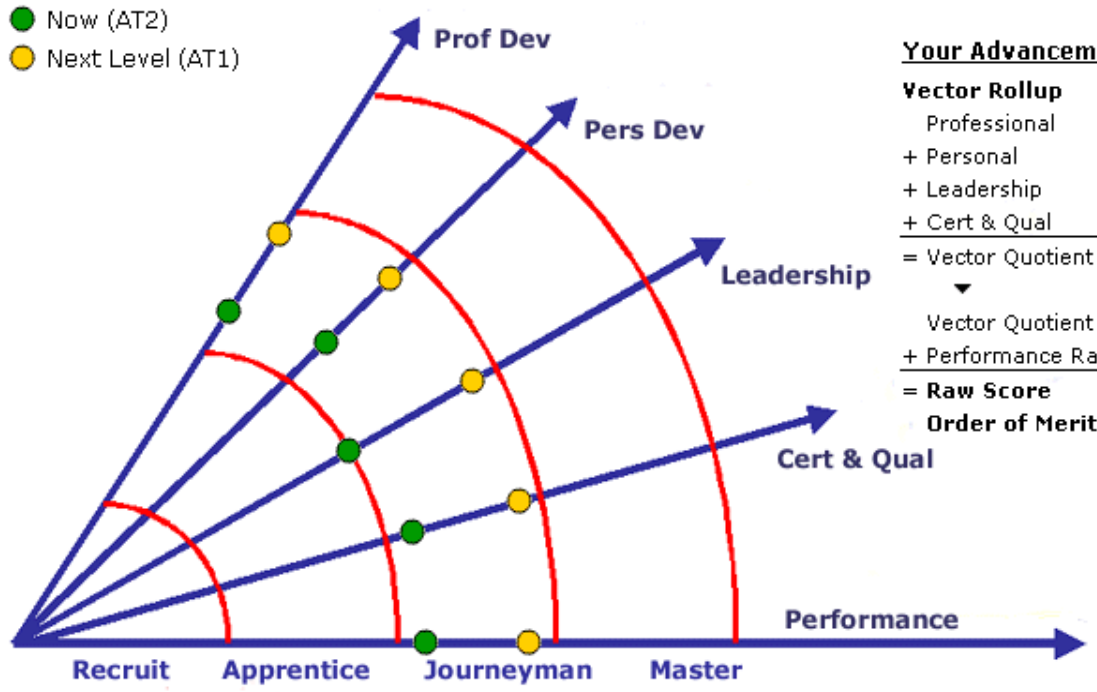
Integration Action Cell

PERS-40
CHIEF OF STAFF FOR THE COMBINED TFE / NPDC
NAVMAC
NPRST / HPC
N132 / 13T
BUPERS DEP CIO / CNET DEP CIO
CNRC N5

Eliminate Institutional and Bureaucratic Impediments

Return to Brief

- SW Home
- Career Wizard
- Career Mapper
- Job Options
- Promotions
- Benefits Data
- Education Plan



Your Advancement Potential

Vector Rollup	Current	Target	Weight
Professional	100	120	35%
+ Personal	80	90	5%
+ Leadership	110	130	30%
+ Cert & Qual	100	140	30%
= Vector Quotient	400	480	
Vector Quotient	400	480	40%
+ Performance Rating	120	140	60%
= Raw Score	500	700	
Order of Merit	60 pct	75 pct	

NKO Sea Warrior - Microsoft Internet Explorer

File Edit View Favorites Tools Help

N@VY KNOWLEDGE ONLINE

Welcome, Mark Martin

< Sailor >

Home | Leadership | Pers Dev | My Center | Collaborate | My Page

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Site Search: [ ] Customize | User Guide | Logout

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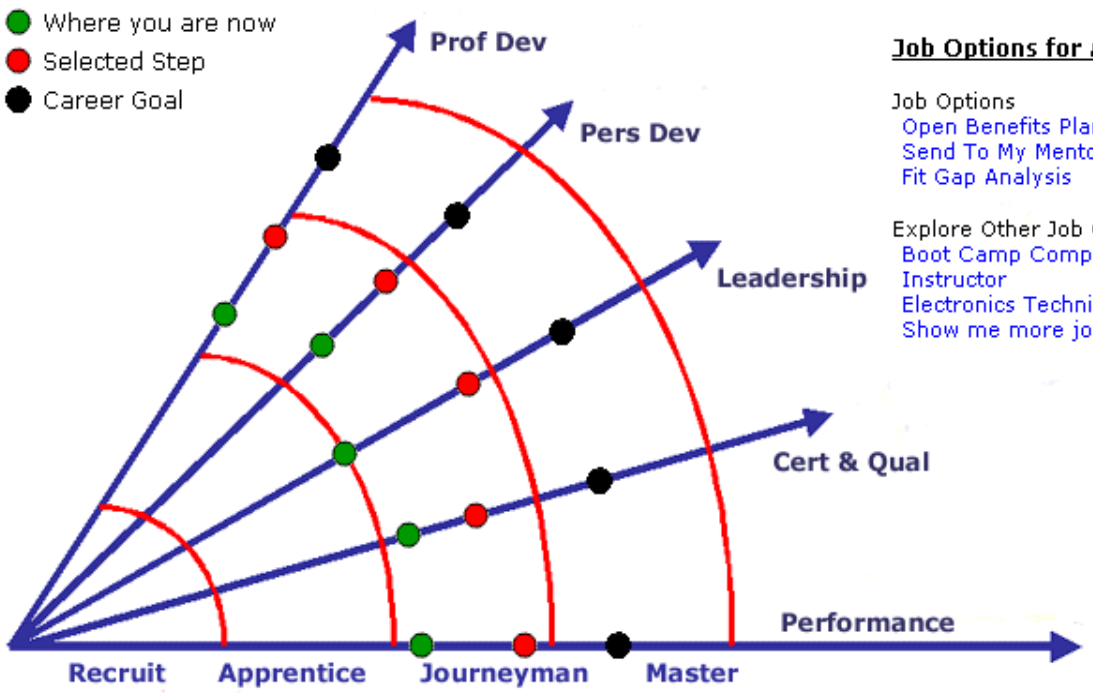

Job Options for AT Work Center Supervisor

Job Options
- Open Benefits Planner
- Send To My Mentor
- Fit Gap Analysis

Explore Other Job Options
- Boot Camp Company Commander Instructor
- Electronics Technician
- Show me more job options

Recommended Best-Fit Path

Journeyman	Journeyman	Master	Master
AT Work Center Supervisor: Supervise the workcenter as LPO. Acquire leadership experience.	Quality Assurance Representative: Provides quality assurance functions and responsibilities for organizational and intermediate level maintenance activities. Consists of conducting, managing, and monitoring the quality assurance processes of the maintenance department.	Aviation Maintenance/Production Chief: Directs organizational and intermediate maintenance level on Naval aircraft, aircraft systems, aircraft engines, ground support equipment and Aviators life support equipment.	Aviation Maintenance Material Control Master Chief: Assists the Maintenance Material Control Officer in squadrons or Aircraft Intermediate Maintenance Departments in carrying out readiness responsibilities. Provides liaison between the Maintenance Material Control Officer and the Production Division supervisors.
More info Apply Through CMS Send to my mentor	More Info	More Info	

Career Goal

Grade	Fit	Prob
LDO	75%	80%
CWO	60%	90%
AVCM	60%	50%
Ln/Av Ofr	70%	60%

Other Options: ETCM

Contact your mentor

More information

Done | Local intranet

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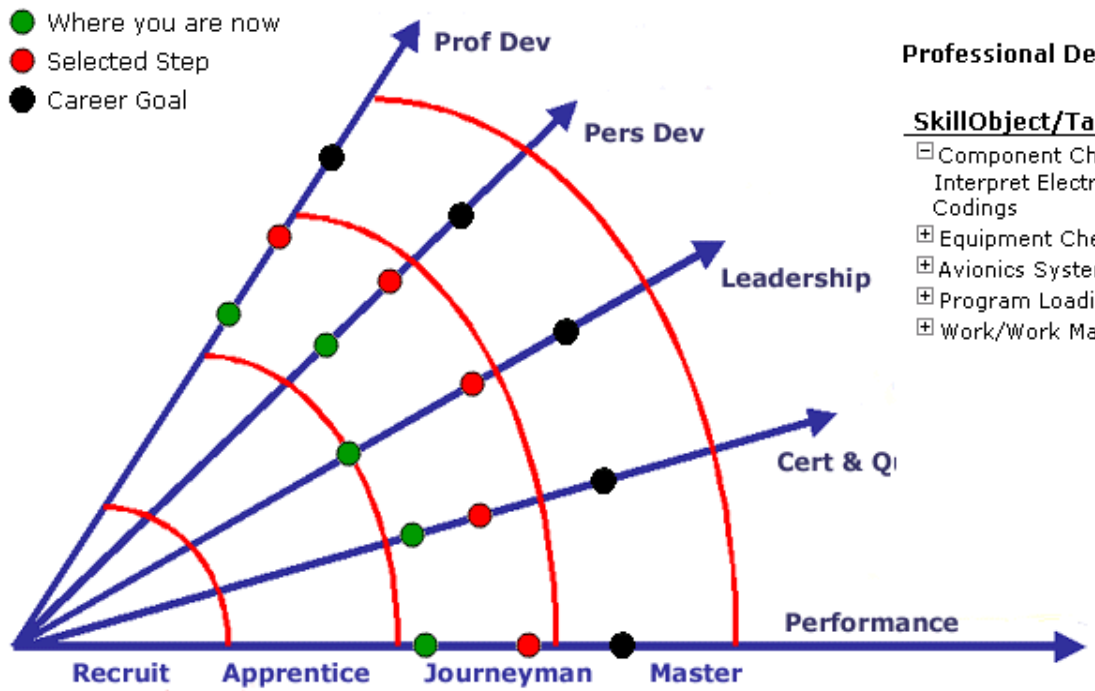

Professional Development

SkillObject/Task	Peer Rating	NMETLs
Component Characteristics Recognition	70th	show
Interpret Electronic Component Color Codings	70th	show
Equipment Checks	75th	show
Avionics System Test Bench	76th	show
Program Loading	85th	show
Work/Work Materials Management	85th	show

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Site Search: [ ] Customize | User Guide | Logout

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Career Planning Wizard

Education

The highest degree I would like to attain is:

- [x] a High School Degree
- [ ] an Associates
- [ ] a Bachelors
- [ ] a Masters
- [ ] a Ph.D
- [ ] don't know

Previous Next

Past Results

Prefer to use a form instead of the wizard? Click here.

Done

Local intranet

SW Home
Career Wizard
Career Mapper
Job Options
Promotions
Benefits Data
Education Plan

Career Planning Wizard

Career Preferences

I would like to:

- [x] stay in a technical path.
- [ ] work in a more leadership-oriented position.

Previous Next

Past Results

Education: Associates degree

- SW Home
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Career Planning Wizard

Explore Other Careers

- [x] I am not interested in exploring other careers at this point.
- [ ] I want to explore particular careers.

I'm not sure which career I would like to explore. Map a career to explore based on skills I am interested in further developing and utilizing:

- ⊟ Content Skills
  - [ ] Reading Comprehension
  - [ ] Active Listening
  - [ ] Writing
  - [ ] Speaking
  - [ ] Mathematics
  - [ ] Science
- ⊞ Process Skills
- ⊞ Social Skills
- ⊞ Complex Problem Solving Skills
- ⊞ Technical Skills
- ⊞ Systems Skills
- ⊞ Resource Management Skills

Previous Next

Past Results

Education: Associates Degree

Career Preferences: I would like to stay in a technical path.

SW Home
Career Wizard
Career Mapper
Job Options
Promotions
Benefits Data
Education Plan

Career Planning Wizard Results

Results

Education: Associates Degree

Career Preferences: I would like to stay in a technical path.

Explore Other Careers: I am not interested in exploring other careers at this point.

Show me best-fit jobs

Naval Personnel Command - Microsoft Internet Explorer

File Edit View Favorites Tools Help

NAVY PERSONNEL COMMAND
BUREAU OF NAVAL PERSONNEL

Home | E-Resume | Search Jobs | Resources | Help

Home > Search Jobs > Search Results

Back to Career Planning

Search Results

- **Prefs (Preferences)** indicates how jobs match your user profile
- **Policy (Navy Policy)** indicates how well you qualify for a job based on variables such as PCS costs
- **Skills (Skill Match)** indicates how well your skills match those required of a job
- **Train (Training Cost)** indicates how well you qualify for a job based on the cost of training you for that position

Return to Brief

Jobs First 1-6 of 6 Last

Select	Rating	Activity	Location	PG	Prefs	Policy	Skills	Train
☐	AT	COMSUBGRU 7	JAPAN HONSHU YOKOSUKA	E6	Y	R	G	N/A
☐	AT	USS ENTERPRISE	CT GROTON	E6	G	Y	G	N/A
☐	AT	PEARL HARBOR NAS	HI PEARL HARBOR	E6	G	R	G	N/A
☐	AT	MIRAMAR NAS	CA SAN DIEGO	E6	G	R	Y	N/A
☐	AT	MIRAMAR NAS	CA SAN DIEGO	E6	Y	R	Y	N/A
☐	AT	SSN 771 COLUMBIA	HI PEARL HARBOR	E6	R	R	Y	N/A

Compare Checked Jobs

Search Criteria

Pay Grade	Composite	Rating	Fleet	Location	Duty
E6 - E6		AT		Any Location	

Modify Search

Local intranet