

# EXCEL pushes 'Revolution in Training', development

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*Task Force EXCEL Public Affairs*

Task Force for Excellence through Commitment to Education and Learning (EXCEL), the catalyst of the Navy's Revolution in Training, is making a radical statement. Sailors are people too.

The revolution is a Fleet-wide initiative to revamp not only current training and education structures, but create an environment of learning that promotes growth by giving Sailors the tools and opportunities to learn, grow and lead.

In meetings held with Fleet representatives and industry leaders, Task Force EXCEL project leaders emphasized the need to develop Sailors holistically, focusing on both professional and personal growth.

"In the past, we only focused on personal development if there was a problem," said Comand Master Chief (AW/SW) Beth Lambert, Commander in Chief Atlantic Fleet Command Master Chief. "We rarely encouraged our Sailors to gain the skills necessary to prevent problems in the first place, to head off problems with knowledge instead of trying to combat problems with remediation."

In the war for people, recruitment and retention have suffered not because the Navy could not compete with corporate salaries, but because the Navy did not attempt to provide opportunities for Sailors to fulfill themselves personally, as well as professionally.

With modern technology, the Navy is moving from a blue-collar workforce to that of a gray-collar one, with less work being done in the bilges and more on the computer.

Likewise, today's young workers demand much more from their employers; they expect job matches attuned to their personal interests and competencies, opportunities to grow professionally and move into other occupational fields. But, most importantly, they expect to be provided with the opportunity to grow individually in areas not related to their occupational field.

"One of the bigger pieces of this will be education," said Lambert. "So many Sailors come in the Navy with these great expectations of completing at least an AA [Associate of Arts] degree in their first term. And, while the realities of Navy life poses great challenges for us, the numbers show that first term attrition significantly decreases among those who have achieved a secondary educational goal."

The personal development vector, one of five areas of concentration on the Sailor Continuum, is designed such that it not only provides incentives to Sailors to develop themselves, but also hold leaders accountable for their people's development.

"Without accountability and rewards, this innovation will never take root," said Personal Development Project Leader Capt. Jamie Barnett.

"The Navy has some great programs available now for personal growth and many others under development, but unless we reward Sailors for working on personal development and reward their leaders for mentoring and encouraging personal growth, we only keep the status quo," explain Barnett.

"The revolution's purpose will be realized when Sailor development is in-

grained in the leadership philosophy. The Navy will win the war for people when we advance the careers of those Sailors who develop themselves as people too," Barnett said.

While the personal development initiative does not address issues of professional development, three of the Sailor Continuum's remaining four vectors does. Currently, Fleet representatives are working hand in hand with industry experts and Task Force EXCEL leaders to create, in effect, a developmental eco-system where all elements of education, development and growth are interwoven and constantly calibrated to ensure maximum success.

"As each of the vectors are being independently developed, we are thinking of compatibility," said Barnett. "It is the revolution's cooperative nature that will ensure the initiative continues to gain momentum."

Six clearly defined competency clusters comprise the personal development: values; lifelong learning; life skills; financial management skills; health, wellness and recreation; and interpersonal relations. The intricate treatment of the personal development vector came as a consensus when the project team met in San Diego.

"At first I think we took a rather simplistic approach to developing this vector," said Lambert. "But after meeting with all the industry experts, deck plate representatives and senior leadership, we really began seeing all the factors that go into developing a whole person.

"It is a much more complex endeavor than any of us thought. But to develop someone as a well-rounded,

healthy human being means to develop them as a well-rounded, healthy Sailor as well."

What the Navy intends to achieve via the Revolution in Training are the results already being enjoyed in industry. Corporate America has long learned of the demands of its workers and has adjusted its approach to people accordingly. Now, the Navy is doing the same. And to ensure the success of the revolution and the effectiveness of the personal development vector, organizational leadership experts Franklin Covey and personal health and wellness leaders, the Cooper Institute for Advanced Studies in Medicine and the Humanities, have been brought in to assist with the revolution.

"The Navy is competing with industry for top talent so you can expect the Navy to start competing like an industry," said Barnett. "We will draw on our own expertise, but we will not hesitate to consult the success stories of private business to meet our goal of change. The whole idea is to break down the mental fences that may have kept us from extraordinary success in the past."

The Revolution in Training is the Chief of Naval Operations' number one action item for his second year in office.

"We must arm our Sailors with the tools and opportunities to grow and excel," said Adm. Vern Clark, CNO. "We owe those who serve the best, because they are giving the best."

To discover more about the Revolution in Training and the personal development vector, visit the Task Force EXCEL website at [www.excel.navy.mil](http://www.excel.navy.mil).

## Sailors beware: BAH, dependent support fraud is a crime

**Navy Inspector General Public Affairs**

A significant percentage of Navy Hotline investigations involve allegations of members drawing housing allowances to which they are not entitled or on behalf of dependents they do not support. Addressing either kind of misconduct requires positive command engagement and the first com-

mandment of good leadership: know your people.

Bachelor Allowance Housing (BAH) II (formerly bachelor allowance for quarters) is paid at either the "with dependents" or "without dependents" rate. The purpose of BAH-II at the "with dependents" rate is partial reimbursement of expenses incurred by the member for providing private quarters for dependent(s) when government

quarters are not furnished.

MILPERSMAN 1754-030 states that failure to provide support may be cause of administrative or disciplinary action. MILPERSMAN 1070-270 requires members to update their Page 2s with every change in marital status or number of dependents. Members who fail to update Page 2s, and thereby draw allowances for which they no

longer qualify, may be guilty of fraud.

Commands have an obligation to ensure that their people understand the basis for pay and allowances, members' responsibility for record updates when changes occur and the penalties for false or fraudulent statements.

Record reviews at appropriate levels, with particular command attention to that

ever-important Page 2, is required. Promoting family support is an important aspect of professional responsibility and emphasizes integrity as a Navy duty. It is the first, and still the best, step toward helping Sailors avoid the rocks and shoals of misconduct proceedings.

For information on the Navy Inspector General, go to <http://www.ig.navy.mil>.