Interview with Captain Kevin R. Hooley
Commanding Officer
Center for Information Dominance

The merger between the Center for Information Technology (CIT), headquartered in San Diego, Calif., and the Center for Cryptology (CC) Corry Station, located in Pensacola, Fla., to form the Center for Information Dominance (CID) Corry Station, integrates training responsibilities for four key disciplines of information dominance — exploit, attack, defend and operate — under one learning center. Prior to the merger, CIT was responsible for the training of personnel specializing in network operations for the United States and allied forces, while CC Corry Station had oversight responsibilities for the training of signals intelligence. CC Corry Station commanding officer Capt. Kevin R. Hooley will assume command of the new Learning Center, which commenced operations Jan. 31, in a provisional status until formally established.

CID responsibilities include administering more than 225 courses and managing a staff of 897, with the charge of training nearly 16,000 members of the armed services, including the U.S. Coast Guard and allied forces each year. There are 17 CID learning sites and detachments throughout the United States and worldwide.

CHIPS asked Capt. Kevin R. Hooley to talk about what the stand up of the CID means to the Navy.

CHIPS: Can you explain the significance of the merger between the Center for Information Technology and the Center for Cryptology?

Capt. Hooley: In its purest form, the significance is effectiveness, efficiency, alignment and operational readiness — Sea Warriors developed through blended training solutions to optimize the power of information. To achieve information dominance there are four major attributes that we work. Those are the ability to exploit information and to attack information, while at the same time defending and operating our information within our networks.

Prior to the merger of these centers, these skills were taught at various locations throughout the Navy. As a result, information dominance was not operating as a synchronized, interdependent training function.

Operating networks was taught at the Center for Information Technology in San Diego. The exploitation of information for intelligence purposes was taught at the Center for Cryptology in Pensacola. Training for information warfare and information operations, which deal with information assurance (the defense of systems and the attack of enemy systems), were not taught under the oversight of any particular learning center. As a primary warfare skill of the Navy, run principally from the Naval Network Warfare Command, information warfare skills were taught via Mobile Training Teams in a just-in-time training methodology.

While all these organizations did an outstanding job in training, our overall capability in information dominance was compromised by this dispersal of intellectual capital and less than optimal alignment. With this merger, we have taken all of these principal attributes of information dominance and aligned the training responsibilities for each into one center. Now a fleet unit or fleet commander or type commander can reach to one place, one center, "one-stop-shop," per se, to leverage our expertise to answer any questions within the realm of information dominance.

Also, we had a lot of intellectual capital in the Navy that was dispersed at many centers and many sites. But they were not really leveraging off each other to move our mission forward. By bringing them under one center we are able to do that. We are also able to diminish the size of the staffs, since there were some redundant positions that we were able to eliminate and reinvest into other principal jobs in the Naval Personnel Development Command domain. As I mentioned up front, effectiveness and efficiency are the biggest benefits to the Navy.

What it means to the Navy is the ability for us to provide them with a better trained information warrior and, therefore, a better warfare capability in the fleet. That's truly the bottom line of what we are all about — developing warriors to dominate information in the maritime maneuver and battlespaces.

CHIPS: How will this merger ensure information dominance for the warfighter?

Capt. Hooley: I think ensuring information dominance for the warfighter involves a blending of training, along with the robust tactics, techniques and procedures that are developed and implemented in the fleet. There is no single answer — it's a continuum of training and operations.

CID's mission is to deliver the right training, at the right time, in the right place, utilizing technology, innovation and the science of learning, to provide the fleet with optimally trained Sea Warriors who will create a tactical advantage for mission success in

the information domain. We will provide a very strong foundational training base that will give the fleet the best qualified Sailor to ensure information dominance through expert planning and execution of operational tactics. So, that assurance of information dominance comes from a continuum of us (as trainers) and the operators in the fleet.

CHIPS: Are courses instructor-led or online?

Capt. Hooley: There is a great combination of both. Just for a little bit of clarification, at Corry Station we have the center, which is actually the CID headquarters, housing the management staff and policy-making arm of our training enterprise. Most of the training is dispersed throughout the globe at 17 Learning Sites that we oversee, including our Corry Station Learning Site, which is our largest training facility. The other sites are located in all of the major fleet concentration areas such as San Diego, Norfolk, the Pacific Northwest area, Mayport, Fla., and all the way to Yokosuka, Japan where we have forward deployed naval forces. It is very critical that we have training for them as well.

We employ a blended learning solution in everything that we do. Some of our training has to be classroom-based with an instructor interacting with the students, some of it is Web-based, video-based — or page-turning in a manual. There are many different solutions in the way we train — there's no one answer.

CHIPS: Do personnel receive certifications comparable to industry certifications like Microsoft provides?

Capt. Hooley: Let me give you two answers to that. They do receive certifications – apprentice, journeyman and master – within the Navy's 5 Vector Model construct. When Sailors complete courses in certain training continuums, they will receive credit, and it will be properly annotated in their 5 Vector Model.

When you compare it to Microsoft training, there are some instances in which we do leverage from industry. If we build a system that has a Unix-based operating system, for example, we may send the Sailors to Unix operating system training in private industry.

We are currently working on an initiative to get the capability to receive private industry certification. Right now, within the public law, the Navy does not have the capability to use our funds to pay for the certifications that are available in the private sector.

The Naval Personnel Development Command is working on a major effort called "certifications and qualifications" with the Office of the Chief of Naval Operations in an attempt to get that law changed so we can start to give our Sailors credit for those courses and the applicable civilian certifications. That will be a wonderful program once we get that in place. But it has to go through all the appropriate legislative paths.

CHIPS: Are classes only available to personnel through rate training or job description?

Capt. Hooley: That is a great question. We are really going to
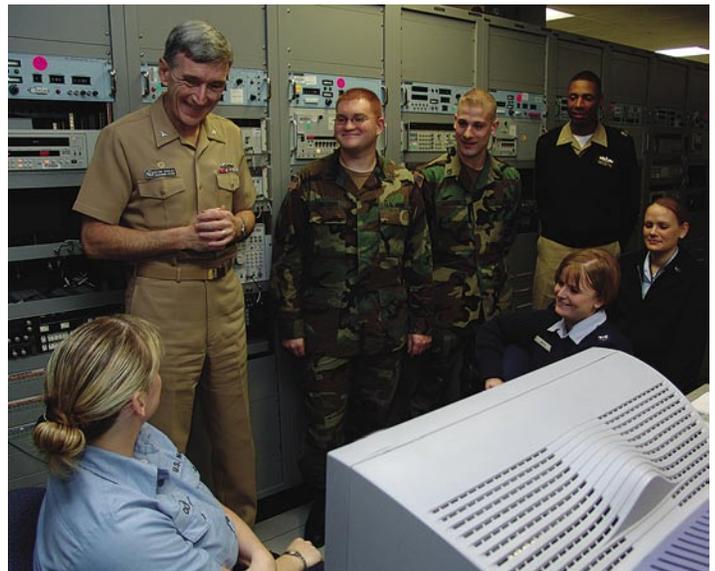
Center for Information Dominance (CID) commanding officer, Capt. Kevin R. Hooley (2nd from left), talks with Navy, Army and Air Force students attending the Intermediate Communications Signals Analysis Course March 2, 2005, as course instructor, Chief Cryptologic Technician Collection (SW) Cedric Rawlinson (standing, far right), looks on. The students are attending the 16-week "C" school at CID Learning Site Corry Station, Pensacola, Fla., to learn intermediate stages of signals search, analysis, target identification and reporting. Photo by Darlene Goodwin, CID Corry Station Public Affairs Officer.

have to take a critical look at this. Currently, the training is driven by rate and the skill qualifications you must achieve for your job. There is not a great capacity for people to say, "Hey, I'd like to have that training." Now, there are good reasons for that because we cannot afford to train people just because they would like to have it. It is a need-based system.

However, as information proliferates throughout the Navy, as everything that we do becomes truly an information-based capability on information technology systems, we are going to have to expand our student base and be even more dynamic in the way we train and determine who we train.

Let me give you one example. We received a call the other day from personnel on the USS Nimitz. Within the nuclear-power propulsion plant, they have a local area network (LAN) for engineering systems support called the propulsion plant LAN. The people that operate the propulsion plant LAN are Electronic Technicians and nuclear-qualified. They are not Navy Information Systems Technicians or Information Professional officers.

They came to us and said, 'Although we are not a source rating for your class, and we do not get the Navy enlisted classification code out of that class, we need that training. Can you help us?' I made the decision, 'Sure.' We cannot let the rules encumber progress in operations, so we are allowing whoever needs the training to come to this course. So the short answer is that right now there is a prescribed methodology, but we are expanding and flexing that as best as we can to best serve the fleet.

CHIPS: Can you explain how the center is a part of Sea Power 21 training?

Capt. Hooley: Sea Power 21 is the concept for 21st century naval operations. The naval command and control component of Sea Power 21 is FORCEnet. The very heart of FORCEnet is information — the ability to 'own' information and enable communication between commanders and fleet operators. It encompasses maintaining and defending our communications, while at the same time, exploiting the enemy's abilities to our tactical intelligence advantage. The construct of Sea Power 21 is highly dependent upon the command and control that integrates all that together. That is what we teach here. By teaching people how to be FORCEnet operators, we are combining the integration tactics that pull Sea Power 21 together in the fleet.

CHIPS: Have there been any successes for the CID in its short time in existence?

Capt. Hooley: Yes, there are a couple of things that I would like to highlight. Number one is how rapidly the Center for Information Dominance is already starting to show progress in what we do. We have brought together the information technology and information professional folks around the world, and all of the intellectual capital that they bring, along with the information operations folks, and have blended them together. We have been able to integrate into one place that operating knowledge.

It has already, in a very short term, paid off in dividends regarding the quality of our training, the integration of our assets and the capability of our force. We are really happy with what we have seen. This very swift initial gain tells us that the return on investment is going to be a substantial operational profit margin.

Another point that I would like to bring up is that the Center for Information Dominance is not only a component training facility for the Navy, we also teach Army, Marine Corps, Air Force and Coast Guard personnel. We have students from the Department of Defense and non-DoD government agencies that come here for training, as well as some students from allied forces.

Our training in information dominance is not only used within the Navy, it also helps our students become better joint warriors as they learn the information systems of the five services and press forward.

Our next step that we really want to look at and work harder, is the coalition piece because every effort that we do today and in the future in the global war on terrorism — or any fight that we take globally — is going to be fought as a coalition with our allied forces. Our ability to integrate with coalition information-based systems is absolutely essential, and we are moving forward in that area as well.

We are also working a lot of different efforts with language skills and regional area and cultural training, which is vitally impor-

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tant. Our Navy is built with a global-reach capability. We can reach anywhere and perform a mission in any place in any capacity. Our human capital also has to have the same global-reach capacity as our systems. This is enhanced by language skills, regional knowledge and cultural familiarity of the people throughout the world. I'm very pleased with the initial successes in our recent language training enhancements.

You asked earlier about the different ways that we train. We talked about blended training. That is something that we are doing in our fleet concentration areas that is making a major change to the way we train.

We used to have, in cryptology, on the waterfront, 23 classroom courses of instruction that people effectively had to take a forced march through so that they could certify to go to sea. These classes were one-size-fits-all, which in my mind means 'fits nobody.' Folks often went through these classes whether they needed them or not.

Now what we are doing is going through a process of evaluating every potential student and learning their strengths and weaknesses, and then training to those strengths and weaknesses. For cryptologists, we may have 65 of them in a Strike Group, and what we will do is provide them with 65 different, individual training packages in a blended training solution. This is much better for the Sailor and a more effective and efficient use of training time and dollars.

There are a lot of great initiatives going on here at CID Corry Station, and across our domain by a lot of great folks, and I'm grateful to *CHIPS* for the opportunity to tell our story. I've been telling my staff that we have just had, in my estimation, the single largest mission increase in our history, and it's going to take a lot of hard work on the part of every team member to pull this off successfully.

And, they are charged up and ready to go. We are going to continue to work hard, and I am confident that our progress and rapid return on investment are going to benefit our fighting forces to a great degree, giving them the tools they need for mission success in the information domain.

For more information about the Center for Information Dominance Corry Station, log on Navy Knowledge Online at https://www.nko.navy.mil/. For related news, visit the Center for Information Dominance, Corry Station Navy NewsStand page at http://www.navy.mil/local/corry.   CHIPS