



NAVY MASTERY INTRODUCTION

Drive to Professional Mastery

September 2021



FOREWORD

Head of Navy People, Training and Resources

Think of people you admire across various professional fields – sportspeople, musicians, scientists, senior leaders – and the element common to all is ‘mastery’. These are people who set their sights on becoming excellent at what they do. If they make it look easy, it’s from intense commitment over time. They have learned to build resilience against obstacles and they embrace personal and professional growth. This is Mastery! Masters in any field achieve success because they adopt a system for continuous improvement and lifelong learning – and they stay that course.

When everyone strives for personal mastery, independent of rank or role, we rise together. We create a strong future-ready Navy, offering greater momentum and flexibility, and wider, more rewarding career opportunities. When you immerse yourself in the experience of developing Navy Mastery – across the three elements of maritime, technical and social mastery – you’ll benefit from growing your own expertise and from the expertise of the people around you – Navy leaders, mentors, subordinates and peers.

Mastery drives our success in a dynamic and unpredictable future. Neglect it and we place ourselves, our mission and those we seek to protect at risk. It is crucial in all that we do, at every rank, and in every aspect of our organisation.

Mastery is supported by contemporary concepts and it is how we will deliver a fighting, thinking Australian Navy. It is an evolving concept in response to strategic guidance provided by Plans Pelorus and Mercator, the Navy Workforce Plan 2021-24 (NWP24) and enduring strategies from the Navy Workforce Transformation Campaign Plan 2035 (WTCP35).

This is an introduction to Mastery for all Navy personnel, from sailor ranks to senior officers and anyone working with us. The Navy Mastery System is Navy’s contribution to the Defence professional mastery continuum. Implementation across the whole workforce will take some time. The language is new, the concept is bold and it marks the beginning of conversations and actions centred on mastering your career through life-long learning.

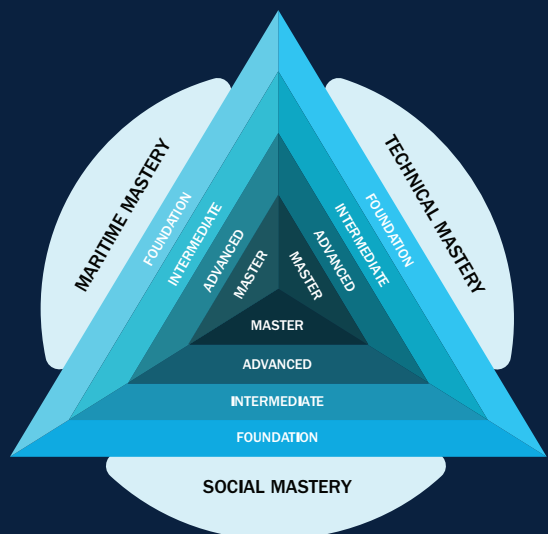
It is my hope that this guide will inspire you to start thinking about your journey within the Navy Mastery System and to carve a future path of which you – and indeed all of us – can be proud.



C.E. Smith, CSM
RADM, RAN

Head of Navy People, Training and Resources

NAVY MASTERY MODEL



NAVY MASTERY

SET YOUR SIGHTS ON
A STRONGER MORE
MEANINGFUL CAREER



Mastery is the process of progressively acquiring, through learning, practice and mentoring, comprehensive knowledge and skill in a specific domain, together with the ability to apply it intuitively.

We've taken a broad definition of Mastery to create a model that provides value to every sailor's and officer's career.

It is centred on a philosophy of lifelong learning through three core elements of mastery:

Maritime, Technical and Social.

Each element integrates with four mastery stages and four levels of competence – **Foundation, Intermediate, Advanced and Master** – as you build experience and expertise throughout your career.



WHY MASTERY? WHY NOW?

We are working within a rapidly evolving regional environment. As a Navy and as part of a joint Force, we operate in an increasingly complex, congested and contested operating environment. The character of maritime warfare is ever-changing, and these changes have out-stripped some components of the current workforce system. We must deliver the operational effectiveness and lethal force required for the future fight.

Historically, Navy has prioritised technical expertise of our people ahead of the two other key areas of personal and professional development: knowing how to operate effectively in the maritime domain and how to contribute to, and lead, teams effectively.

As you acquire deeper knowledge and develop more complex skills, your Mastery will move you towards a more advanced phase in your career. True Mastery comes through **unconscious competence**¹. It's about becoming so adept you instinctively know what to think and do in a given situation.

Navy Mastery allows you to move beyond job proficiency and rank-based career progression and prepares you for your joint service. It will support your focus on lifelong learning, skills acquisition, competence and expertise.

¹The Dunning and Kruger effect - "It takes competence to judge competence". McIntosh, R. D., Fowler, E. A., Lyu, T., & Della Salla, S. (2019). Wise up: Clarifying the role of metacognition in the Dunning-Kruger effect. *Journal of Experimental Psychology: General*. 148(11): 1882-1987.

WHAT ARE THE KEY ELEMENTS OF NAVY MASTERY?

The Navy Mastery Model contains three key elements that will underpin and inform your training, development and performance.

Through Navy Mastery we develop a future Australian Sailor who is skilled, motivated and empowered; and a workforce system that can generate the right mix of suitably qualified and experienced personnel (SQEP) at the right time for the future fight. Navy Mastery contributes to Plan Pelorus by developing a future Australian sailor who can effectively lead and manage our people and culture

MARITIME MASTERY

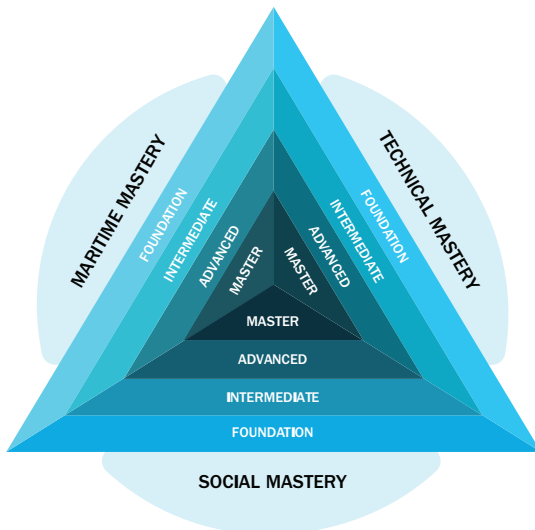
Maritime Mastery is the deep understanding of successful operations within the maritime domain and the core requirements of individuals and teams to generate capability. This includes common, Whole-of-Navy maritime skills. It ensures you have confidence operating naval platforms and systems to achieve the mission in maritime environments. It is centred on competence at **sea**, as a **sailor**, on a **ship** and in the **fight**. When you achieve Maritime Mastery, you will understand our environment and how to operate effectively to fight and win at sea.

TECHNICAL MASTERY

Technical Mastery is highly developed technical competence within a profession, community, or stream, and demonstrates that a person is suitably qualified and experienced to achieve the required operational and worthiness standards. This encompasses both your common and specialist skills and additional technical competence that exists at the workgroup, profession, and discipline levels. When you achieve Technical Mastery, you master your profession and bring your expertise to the fight.

SOCIAL MASTERY

Social Mastery is the development and application of emotional and social competence to generate high functioning individuals and teams who aim to achieve results with, and through our people. Social Mastery fosters a culture of teamwork and inclusion. When you achieve Social Mastery, you are including others, creating followership and upholding the ADF values of Service, Courage, Respect, Integrity and Excellence.



MASTERY STAGES

As you move through your career, you'll advance through four Mastery stages which will guide the development of Technical, Maritime and Social Mastery across your career. A Mastery stage is a period of development within a career, defined by the interaction between competency development through skill acquisition², and professional development across different environments. The four Mastery stages are:

FOUNDATION

In the Foundation Mastery stage you're a 'doer', delivering on capability. You have completed your Initial Employment Training, and you are able to demonstrate foundational techniques and skills. The focus here is on the breadth and depth of learning required to make you an effective contributor to the organisation.

INTERMEDIATE

In the Intermediate Mastery stage you become a narrow Subject Matter Expert (SME), leading on a specific capability. At this stage, the focus is on enhancing skills and experience by excelling at work and directing and guiding others.

ADVANCED

In the Advanced Mastery stage, you become a deep SME, lead others, and generate tactical and technical effects. The focus of this stage is on maximising the demonstration technical effects integrated across the unit and force, leveraging the knowledge and skills you attained in the Foundation and Intermediate Mastery stages.

MASTER

In this, the final Mastery stage, you become a SME enabler and evolver and you take your own, and Navy's, capabilities further through integrating expertise into theatre and joint operations. The emphasis in this stage is on strategic future-focused thinking and providing integration between teams and other effects.

Mastery Stages inform individuals, career managers and workgroup planners how to generate workforce development and transition. They move us away from outdated career continuums focused on milestone courses and time in rank / at sea, towards a mastery journey defined by goals and growth opportunities.

² Dreyfus, S.E., & Dreyfus, H. L. (1980). *A Five-Stage model of the Mental Activities involved in Directed Skill Acquisition* Washington, DC: Storming Media

YOUR MASTERY CAREER

We have identified three career phases – your first (predictability), second (adaptability) and third (flexibility) – that each have a distinct focus. Due to the nature of the posting cycle and individual career preferences and priorities, people will progress through their careers in different ways, focusing on different skills and development areas in Maritime, Technical and Social Mastery as they transition through the Mastery stages from Foundation to Master. This is illustrated on the following page by a generic career pathway example.

FIRST PHASE

Your first phase is doing what you joined Navy to do. It is focused upon your core tactical and technical role and developing the **Skills, Knowledge, Attributes and Proficiencies** (SKAPs) required by Navy as part of the Joint Force. Typically, you are focused upon delivering operational capability at sea and at the waterfront, although some workgroups (such as Health or Information Warfare) will be deeply integrated into the joint context or structures. Regardless of workgroup, your first phase encompasses the three Mastery elements of Maritime, Technical and Social.

SECOND PHASE

Your second phase is where you are ‘working on, and in’ the Navy business and enabling Defence and Navy to achieve broader outcomes. It is **operational and organisational** in nature, and involves greater flexibility in thinking, employment options and an increased diversity of roles. This is the time when you set yourself up for future success, whether in instructor roles, career and workforce management, platform and system maintenance and acquisition, and planning and supporting operations from headquarters. You will develop outside your core technical and tactical role and receive further broadening and career opportunities.

THIRD PHASE

Your third phase is increasingly focused on the **strategic and enterprise environments**. You will provide strategic and enterprise-level insight, influence and decision-making ability across complex and uncertain political, multi-agency and coalition environments. This enables you, as a senior leader, to integrate military capability context and effects into the wider strategic and enterprise context.

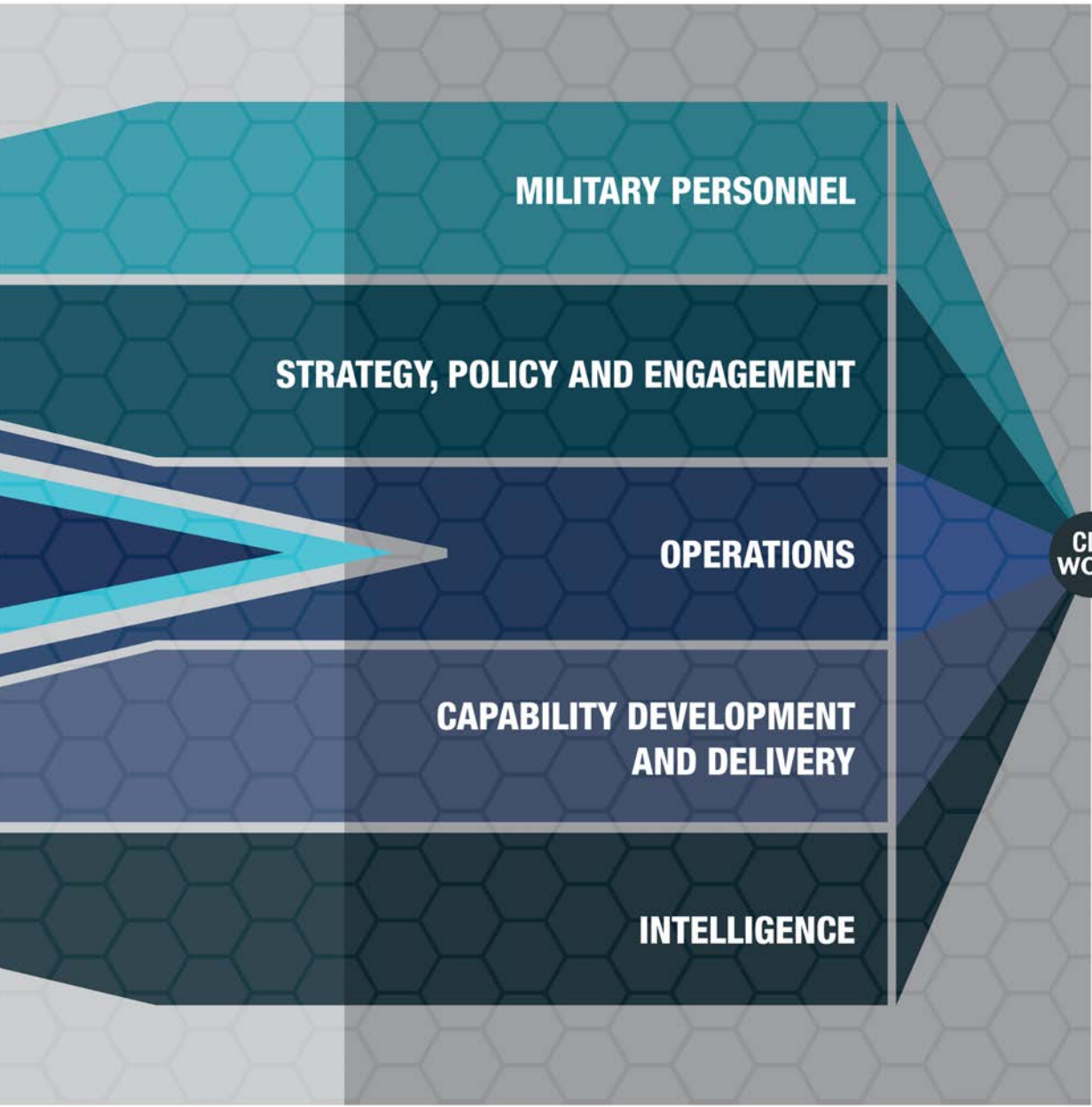
Your Career Pathway:

Every career is different. Mastery Career Pathways allow you to chart yours. We all start with a first career in our core role, gradually we start to develop into our second, building expertise in areas like Military Personnel, Strategy, Operations, Capability and Intelligence, while some even have a third.

By working with your supervisor and career manager you can understand your options to balance your personal and service commitments, grow your mastery and find the path that works for you.

MASTERY CAREER PATHWAY





THIRD PHASE

HOW DOES MASTERY BENEFIT YOUR CAREER?

You'll develop new SKAPs through practice and mentoring, guided by the Navy Mastery Model which will help you progress towards your career goals. Through it, we seek to increase the quality of your Service by improving your career experience. Specifically, you will benefit from Navy Mastery:

AS AN INDIVIDUAL

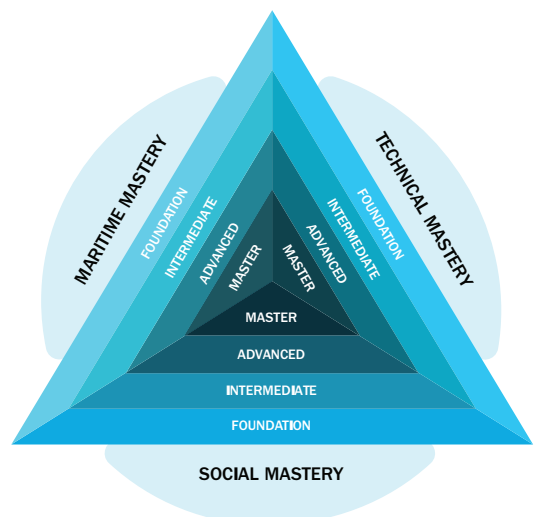
You'll have clarity on Navy's expectations of you. Mastery Stages give you the flexibility to drive your own professional development and set your own professional goals through the Navy Career Planning Sheet (NCPS)³. You'll understand the expectations and standards required of each Mastery Stage so you can work with your Career Manager to identify the positions and training opportunities you need to support your career goals. Mastery will help you:

- Value your Navy career by providing further professional development opportunities
- Understand your competency and development requirements via clear Mastery stage guidelines, optimised experience and exposure opportunities
- Develop and excel towards Mastery and your goals
- Empower you to have control over your career decisions and preferences
- Increase your opportunities to compete for relevant positions.

AS A SUPERVISOR

You'll have guidance on how to manage the expectations of your staff. Mastery Stages help you support staff in their career development, and facilitate professional development opportunities that align with Mastery development and Mastery Stage progression. Mastery will help you:

- Clearly understand the competency requirements for the Mastery Stage of your subordinates
- Explore and invest in Mastery stage development options with a focus on experience and exposure
- Hold regular, coach-like conversations with your subordinates to identify their career aspirations⁴
- Advise your subordinates of the potential options for development aligned to their goals to be detailed in Navy Mastery signposts
- Provide ongoing feedback to your subordinates to support development and foster accountability over their career.



³ Available on Web Forms and may be updated to include Navy Mastery

⁴ This will be supported by the Performance Development System (PDS)

AS A CAREER MANAGER

Mastery Stages support you in building and supporting career pathways through the identification of requirements needed for career progression. You can use Mastery Stages to identify whether someone requires development in certain competencies in Maritime, Technical or Social Mastery. Mastery Stages enable workforce mobility across diverse workgroups, professions and communities by articulating common mastery professional standards for all. Mastery will help you:

- Better understand competency and development requirements for members
- Deliver a career management service that balances the needs of the individual and the organisation
- Guide members' development towards future requirements and career pathway options
- Provide transparent, objective and career performance support.

AS A WORKGROUP PLANNER

You'll be able to use the Mastery Stages to identify the design and delivery of Personnel Fundamental Inputs to Capability (PERS FIC) and Organisational Inputs to Capability (ORG FIC), which are required of all workgroup planners to meet One Defence Capability System inputs. The placement of people into Mastery Stages allows you to understand and manage the career continuum, size of the workgroup, required training opportunities and the likelihood of promotions.



Organisational benefits of Navy Mastery include:

- Clear and more flexible pathways that deliver organisational requirements balanced with personal career desires, in a way that allows Navy to fight and win
- A system that promotes professionalism and values individuals over rank
- A system that supports learning and development modernisation within Defence, and movement towards skill-based micro-credentialing
- A system that supports the Workforce Generation System (WGS)
- Frameworks that sustain a fighting, thinking, Australian Navy.

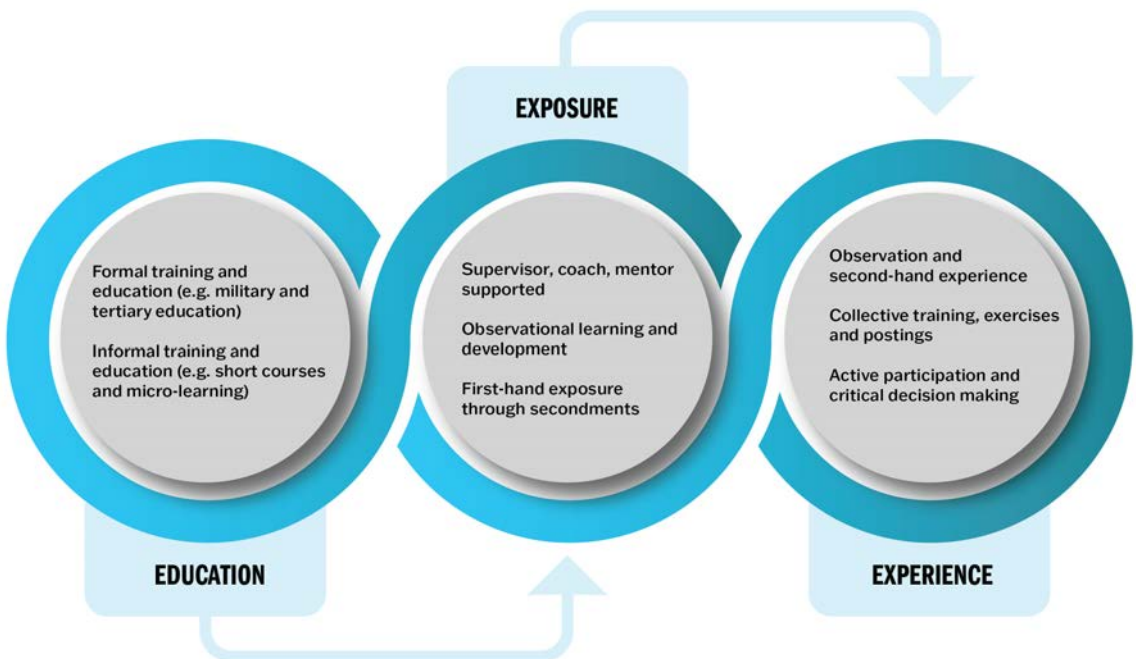
YOUR MASTERY PATHWAY: EDUCATION, EXPOSURE, EXPERIENCE (EEE)

The Mastery Stages will develop your personal competency through a combination of **Education, Exposure and Experience (EEE)** within different environments. All three components are required to develop Mastery and must be developed in multiple environments, typically achieved through working in both core tactical and technical roles in your first phase, and across the various Joint Streams in your second phase.

The Navy Mastery Model, along with the Mastery Stages, guides how your competence from Foundation to Master is achieved.

Guidance combines professional development options and your career aspirations to help you transition through the different Mastery Stages and achieve Mastery competence. Learning will occur through EEE where **Education roughly contributes 10%** (both formal and informal) of your learning and development, **Exposure contributes 20%** of your learning and development and will be facilitated by your supervisor, and the majority of your learning and development will be achieved through **Experience, with 70% contribution**⁵.

EDUCATION, EXPOSURE, EXPERIENCE (EEE)



⁵ Lombardo, M. M. & Eichinger, R. W. (1996). *The Career Architect Development Planner (1st Edition)*. Minneapolis: Lominger.

EDUCATION

Education in a military context provides individuals with the enabling skills, knowledge and attitudes necessary to undertake military tasks, and includes activities which aim at developing communication, thinking and decision-making skills. Navy values both formal and informal education, including training and development, tertiary education, short courses and micro-learning initiatives such as micro-credentialing.

EXPOSURE

Exposure is achieved by engagement with, and leveraging off, the learning of others through observation, critical questioning, reception, and imparting information to achieve social learning. This second-hand learning is at the heart of profession development and will be extended further in the learning that occurs through experience. Exposure activities are broadly defined, but might include active and passive participation in forums, lectures, conferences and debates, reading and writing, mentoring, coaching, and war gaming. Successful social learning through exposure requires an individual to engage in their learning by asking critical questions to understand the rationale behind decision-making and actions. [i.e. the outcome here is social learning]

EXPERIENCE

Experience is the practical contact and observational learning and development received from first-hand actions and decision-making on the job through postings, and industry outplacements. It involves participation in key activities related to that experience, for example collective training, exercises, deployments, maintenance and certification, planning and administrative.



A key part of individuals attaining experience through first-hand actions is the responsibility for a particular action or outcome to result in experiential learning (learning through doing and reflection). [i.e. the outcome here is experiential learning]

NAVY MASTERY ROLES AND RESPONSIBILITIES

YOUR ROLE AND RESPONSIBILITIES

1. Understand your own competency, professional development requirements and opportunities aligned to your Mastery Stage
2. Use the Mastery Stage guidelines and capture your Mastery goals in your NCPS
3. Have regular Mastery-informed conversations regarding your professional development opportunities with your Supervisor and Career Manager
4. Complete and submit your NCPS to your Supervisor and Career Manager
5. Seek and embrace Mastery competence and career development feedback from your Supervisor and Career Manager
6. Demonstrate motivation and commitment to your own professional development by applying feedback to priority areas
7. Take responsibility for your Mastery in the areas of exposure and experience.

YOUR SUPERVISOR'S ROLE AND RESPONSIBILITIES

1. Understand Navy's competency requirements and how to invest in your subordinates' development to meet the organisation's needs
2. Ensure you and your subordinates and personnel understand the intent of each Mastery Stage and the components of Mastery competence development through EEE
3. Ensure information is recorded in your subordinates' NCPS accurately and aligned with Mastery Stage capability requirements
4. Provide meaningful and honest guidance on career development to assist your subordinate and the organisation to meet objectives
5. Review your subordinates' NCPS and ensure they are finalised and submitted according to the agreed submission dates for your profession or workgroup
6. Provide subordinates with honest feedback on performance and areas for Mastery development.

YOUR CAREER MANAGER'S ROLE AND RESPONSIBILITIES

1. Understand Navy's competency requirements and how to invest in members' development to meet the organisation's needs
2. Recognise that effective career management begins with communication and development in the workplace
3. Maintain a Mastery focus on the development of the current and future workforce.

YOUR CAREER MANAGEMENT AGENCY'S ROLE AND RESPONSIBILITIES

1. Deliver objective, transparent, merit-based and inclusive career management that recognises individual aspirations while meeting capability requirements
2. Review and maintain up-to-date Career Pathways, NCPS records, and feedback to inform career development
3. Develop workforce confidence by providing meaningful and honest professional guidance on career development to assist the individual and the organisation in attaining Mastery based on Mastery Stages, Mastery Career Pathways and Mastery goals in the NCPS.

YOUR COMMAND'S ROLE AND RESPONSIBILITIES

1. Understand Navy's competency requirements and how to invest in members' development to meet the organisation's needs and the needs of the future force under your Command
2. Recognise that the role of Command needs to be supported by frequent and clear Mastery communication and expectation
3. Ensure you and your subordinates and their teams understand the intent of each Mastery Stage and the components of Mastery competence development through EEE
4. Ensure subordinates are aware of and meet their obligations within the Navy Mastery System
5. Identify members that progress through Mastery Stages quickly and present high value to the organisation, and communicate this to relevant Career Managers
6. Provide subordinates with honest feedback on performance and areas for Mastery development.

NAVY MASTERY KEY ACTIVITIES

Navy Mastery will be applied in varying ways across the four Navy communities (Navy Warfare, Engineering, Logistics and Maritime Personnel). Each Community will go through its own transition to modernise workgroups and professions for sailors and officers. Future Navy Workforce Branch (FNWB) will support each of the Communities in the application of the Navy Mastery System by providing guiding policy, Mastery documentation examples and Mastery artefacts. More information on Navy Mastery can be found at: <http://drnet/navy/DGFNW/DNWSF/Mastery/Pages/Mastery.aspx>

SOCIAL MASTERY FOR THE WHOLE OF NAVY

Social Mastery will be officially launched for the Whole of Navy by the end of 2021. Social Mastery predominantly relies on Exposure and Experience with some components of Education. As such, it will be an additional feature of regular manager and subordinate conversations in the performance review process. The Performance Appraisal Report (PAR) will be modified to include Social Mastery, and there will be a supporting Social Mastery Reporting Companion released to guide conversations for the assessable components of Social Mastery. More information on this can be found at: <http://drnet/navy/DGFNW/DNWSF/Mastery/SocialMastery/Pages/SocialMastery.aspx>



MARITIME MASTERY FOR ALL NAVY COMMUNITIES

Navy has instinctively developed aspects of Maritime Mastery in our people; now we need to more deliberately develop our people to operate within and around the maritime domain. Maritime Mastery competencies centre on four key aspects: 'Sea, Sailor, Ship and Fight'. These are at the core of what it is to be mariner in a fighting service.

More details are available at: http://dmet/navy/DGFNW/DNWSF/Mastery/Maritime_Mastery/Pages/Maritime-Mastery.aspx

Initial Entry Training, promotion and other courses provide Maritime Mastery education, while we have relied upon sea service to build experience and exposure. As Mastery defines what we expect of our people, we will ensure they are provided with more developmental opportunities and alternative pathways for progression.

TECHNICAL MASTERY FOR THE NAVY WARFARE COMMUNITY

The Navy Mastery System will be introduced to the Navy Warfare Community in late 2021. Selected workgroups and professions will have the opportunity to review their competencies, areas of EEE, documentation and career architecture; to modernise and align with the Navy Mastery System. At the same time, Warfare Officer Common Training is being developed to create the integrated Warfare Workforce of the future. Further guidance on the strategic direction of the Navy Warfare Community can be found in their capability statement and other planning documents: <http://dmet/navy/HWaCu/Pages/Home.aspx>

More information can be found at:

<http://dmet/navy/DGFNW/DNWSF/Mastery/TechnicalMastery/WarfareMastery/Pages/Warfare-Mastery.aspx>

The Information Warfare Officer Workforce and Mine Warfare and Maritime Geospatial Projects are applying Mastery to create and modernise these professions to ready them for their future roles.





TECHNICAL MASTERY FOR THE ENGINEERING AND LOGISTICS COMMUNITIES

The Engineering and Logistics Communities already have Technical Mastery competencies and an approach to Mastery assessment aligned with Foundation to Master. From 2022, and with the support of FNWB, they can start to broaden their documents and career pathways to include Maritime and Social Mastery and to integrate existing guidance into Navy Career Pathway policy. More information can be found at: Engineering:

<http://drnet/navy/TechPort/NavyEngineeringCareerContinuums/EngineerOfficers/Pages/Engineer-Mastery-Assessment.aspx>

Logistics: <http://drnet/navy/DGFNW/Navy%20Workforce%20Management/Logistics%20Professions%20and%20Occupations/MaritimeLogisticsOfficer/MaritimeLogisticsCareerContinuums/Pages/Logistics-Mastery.aspx>

TECHNICAL MASTERY FOR THE MARITIME PERSONNEL COMMUNITY

The Maritime Personnel Community has adopted Technical Mastery competencies aligned with Foundation to Master. From 2022, with the support of FNWB, they can start to broaden their documents and career pathways to include Maritime and Social Mastery and to integrate existing guidance into Navy Career Pathway policy. More information can be found at:

<http://drnet/navy/MPC/Pages/Home.aspx>

NAVY MASTERY CONTACTS

FUTURE NAVY WORKFORCE BRANCH (FNWB)

Director of Navy Workforce Strategy and Futures

<http://drnet/navy/DGFNW/DNWSF/Pages/Welcome.aspx>

Director of Surface and Above Water Workforce Development

<http://drnet/navy/DGFNW/DSuAWD/Pages/Welcome.aspx>

Director of Undersea and Information Warfare Workforce Development

<http://drnet/navy/DGFNW/DUIW/Pages/Welcome.aspx>

Director of Navy Workforce Requirements

<http://drnet/navy/DGFNW/DNWR/Pages/Home.aspx>

NAVY PEOPLE BRANCH (NPB)

Director of Navy Culture

<http://drnet/navy/DNC/Pages/Home.aspx>

Director of Navy Recruiting, Retention and Transition

<http://drnet/navy/NavyPeopleBranch/Pages/DNRRRT.aspx>

Director of Navy Career Management

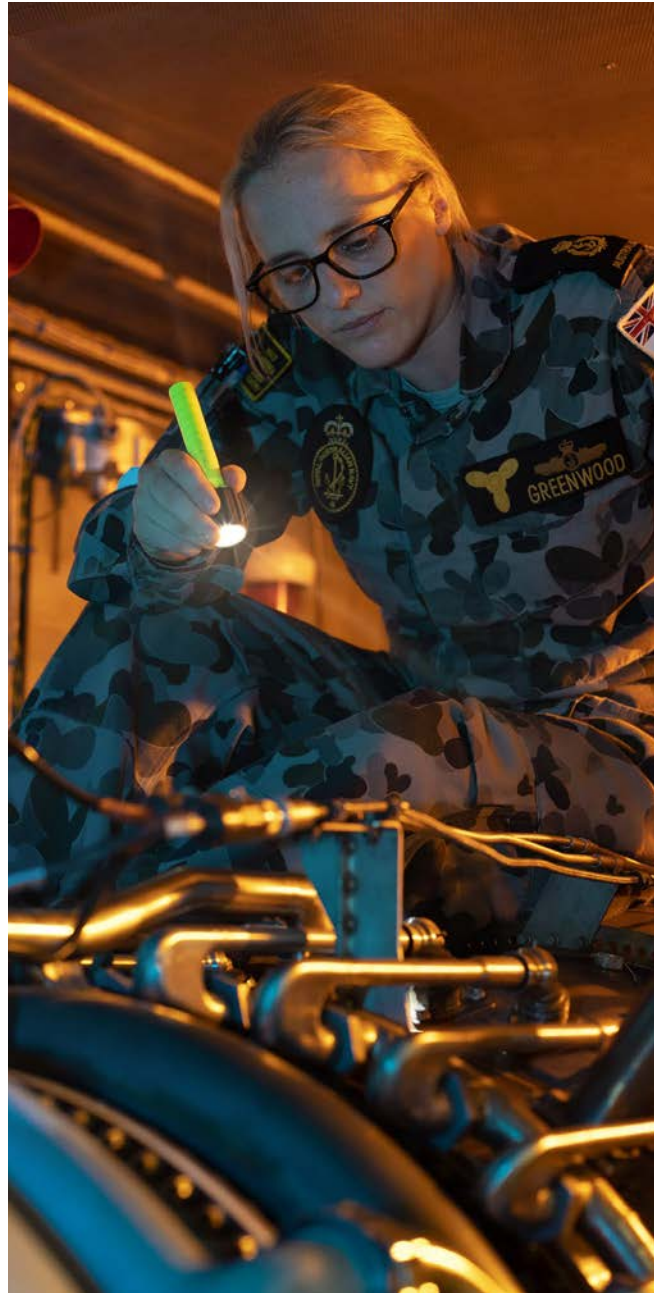
<http://drnet/navy/CM-N/ORG/Pages/DNCM.aspx>

Director of Navy Career Performance and Support

<http://drnet/navy/CM-N/ORG/Pages/DNCPS.aspx>

Training Force (TF)

<http://drnet/navy/COMTRAIN/Training-Force/Pages/Training-Force.aspx>



CLOSING REMARKS

Director-General Future Navy Workforce Branch

I am excited by Navy's journey through the Navy Mastery System, which will drive our success in a dynamic and unpredictable future. Navy Mastery will modernise our current workforce, and future-proof our ability to recruit, develop and retain suitably qualified and experienced personnel in a more sustainable way. This will be achieved through delivering lethal effects and organisational requirements balanced with personal career desires. Individual members will be better supported towards their professional goals through a Navy Mastery career pathway. They will be able to attain Mastery in their professions by tailoring their own education, exposure and experience.

The Navy People Enterprise mission is to create the workforce that will deliver a fighting, thinking Australian Navy. Mastery is a key enabler of the Navy Workforce Plan 2021-24 (NWP24) and the Navy Workforce Transformation Campaign Plan 2035 (WTCP35). I encourage you to become familiar with these plans and the outcomes we are driving towards as we embark upon the Navy Mastery journey together.

AM Klenthis, CSC

CDRE, RAN

Director-General Future Navy Workforce Branch

<http://drnet/navy/DGFNW/Pages/Director%20General%20Future%20Navy%20Workforce.aspx>

GLOSSARY

Acronyms and Definitions

ADG	Australian Defence Glossary
DSWP	Defence Strategic Workforce Plan
EEE	Education, Exposure and Experience
FIC	Fundamental Inputs to Capability
FNWB	Future Navy Workforce Branch
JMPE	Joint Military Professional Education
NCPS	Navy Career Planning Sheet
NMM	Navy Mastery Model
NWC	Navy Warfare Community
NPE	Navy People Enterprise
NWP24	Navy Workforce Plan 2021-24
PAR	Performance Appraisal Report
PERS FIC	Personnel Fundamental Inputs to Capability
SKAP	Skills, Knowledge, Attributes and Proficiencies
SME	Subject Matter Expert
SQEP	Suitably Qualified and Experienced
WGS	Workforce Generation System
WTCP35	Workforce Transformation Campaign Plan 2035

TERMS AND DEFINITIONS

Advanced Mastery Stage

In the Advanced Mastery Stage, you become a deep SME and you lead others as well as tactical and technical effects integrated within the unit and force.

Attributes

A quality, character or characteristic ascribed to someone or something.

Competence

The ability to do something successfully and efficiently.

Competency

The process of identifying the knowledge, mental and physical skills, attitudes and attributes that combine to enable mastery, together with any significant factor that can influence its training (ADG ID 37019).

Competency Standard

An industry determined specification of performance which sets out the skills, knowledge and attitudes required to operate effectively in employment. Note: Is made up of units of competency, which are themselves comprised of elements of competency, together with performance criteria, a range of variables, and an evidence guide (ADG ID 37024).

Education

In a military context, provides individuals with the enabling skills, knowledge and attitudes necessary to undertake military tasks and includes activities that aim to develop communication, thinking and decision-making skills (ADG ID 65863).

Environment

The variety of domains, locations, surroundings, core and joint streams within which personnel operate.

Experience

Knowledge or practical wisdom gained from what one has observed, encountered, or undergone (ADG ID 69160).

Expertise

Expert skill or knowledge in a particular field.

Exposure

Exposure is the observation and recognition of information through second-hand experience, including activities such as mentoring, coaching and observation.

Foundation Mastery Stage

In the Foundation Master stage you are a 'doer', delivering on capability.

Fundamental Inputs to Capability

A standard checklist designed to report on all of the inputs that enable the effective and ongoing generation of Defence capabilities (ADG ID 45377).

Intermediate Mastery Stage

In the Intermediate mastery stage you become a narrow Subject Matter Expert (SME), leading on a specific capability.

Knowledge

The fact or condition of knowing something with familiarity gained through experience or association.

Learning Organisation

A process or capacity within an organisation which enables it to acquire, access and revise organisational memory to provide direction for organisational action.

Maritime (Domain) Mastery

The deep understanding of successful operations within the maritime domain and the core requirements of individuals and teams to generate capability.

Master Mastery Stage

In this stage you become a SME Enabler and Evolver. You will advance your personal capabilities and Navy's through integrating expertise into theatre operations.

Mastery Stage

The way you progress from Foundation to Master inclusive of the development of competence across different career environments.

Micro-credential

Mini qualifications that demonstrate skills, knowledge and/or experience in a given subject area or capability. Micro-credentials can be narrower in range than traditional qualifications like diplomas or degrees.

Navy Mastery

The process of progressively acquiring, through learning, practice and mentoring, comprehensive knowledge and skill in a specific domain, together with the ability to apply it intuitively.

Navy Mastery Model

The Model is composed of three elements of Mastery (Maritime, Technical and Social) and four Stages of Mastery (Foundation, Intermediate, Advanced and Master). The Navy Mastery Model provides guiding frameworks to inform workforce design and redesign, workgroup continuum development and the development of a suitably qualified and experienced workforce.

Organisation FIC (Fundamental Input Capability)

A fundamental input to capability, which refers to the design of an appropriate underpinning structure across Defence to make individual capabilities function as designed and ensure the sustained and coordinated delivery of its outputs. (ADG ID 65278).

Personnel FIC (Fundamental Input Capability)

A fundamental input to capability, which refers to the competent workforce component needed to meet all the organisational requirements to assist in the delivery of Defence outputs (ADG ID 65280).

Professional Development

Learning to earn or maintain professional credentials such as academic degrees or formal coursework, attending conferences or informal learning opportunities situated in practice. This is a key principle of Mastery.

Proficiency

Training, education or experiential outcome achieved by an individual which is essential to satisfy a specified workplace requirement associated with an established Defence position, and includes certificate, licence, experience, stream and skill (ADG ID 37191).

Skill

Acquisition of internal processes that bring about relatively permanent changes in the learner's capabilities.

Social Mastery

The development and application of emotional and social intelligence to generate high functioning individuals and teams who achieve results with and through our people.

Technical Mastery

The highly developed technical competencies within a profession, community, or stream that demonstrate the person is suitably qualified and experienced to achieve the operational and seaworthiness capabilities.

Unconscious competence

The individual has so much practice with a skill that it has become “second nature” and can be performed easily. As a result, the skill can be performed while executing another task. The individual may be able to teach it to others, depending upon on how and when it was learned⁶.



⁶Original sources: Flower, J (1999). *In the mush*. *Physician Executive*. 25 (1): 64-66 and Kruger, J., & Dunning, D. (1999). *Unskilled and unaware of it: How difficulties in recognising one's own incompetence lead to inflated self-assessments*. *Journal of Personality and Social Psychology*. 77 (6): 1121-1134.

