

RESTRICTED

RMCK/2505/01

**TRANSFORMING JNSC TO A MODEL INSTITUTION OF
SRI LANKA NAVY**

INTRODUCTION

1. Junior Naval staff course (JNSC) is a Postgraduate Diploma in Defence Management (PGD in Def. Mgt) offered by the General Sir John Kotelawala Defence University (KDU) for officers who successfully complete the course and fulfil the requirement envisaged in course syllabus¹. Aim of this course is to develop professional knowledge and staff skills of selected Student Officer's (SO) to prepare them for staff, instructional and command appointments and further staff training. And officers in the rank of Temporary Lieutenant Commanders (T/LCdr) or Lieutenants (Lt) or equivalent of all branches who have completed the sub lieutenant technical course or equivalent course².

2. SLN Book Reference 7 (BR7) is one of the elementary references for the JNSC, it also enhance the SO's public speaking capabilities, knowledge of military history, knowledge of military strategies, Management and various other skill development also focus in the course. JNSC is the highest professional course provided by the SLN for the all branch officers and evolution of past decade show the drastic improvement of the course and the college. Knowing all the other local junior staff courses and the foreign staff courses particularly from

¹ NAHA 5 Memorandum Junior Naval Staff Course (JNSC) dated 25 June 2019.

² *Naval and Maritime Academy: Junior Naval Staff Course*, nama.navy.lk, 7 Sep 2019, 10 Oct 2019, <http://nma.navy.lk/index.php?id=332>

RESTRICTED

neighbor countries, navy must develop the college such that to provide maximum opportunities for SLN officers to enhance their knowledge and skills. That can only be achieved by the careful study on prevailing course condition. By doing so navy can transform the junior naval staff collage in to a modal institute of SLN.

AIM

3. The aim of this service paper is to study the transforming of JNSC in to model institute of Sri Lanka Navy.

BACKGROUND

4. JNSC was established in 2005 and since then 442 officers completed the course. Since 2014, nine officers from SL Army (SLA) and eight officers from SL Air Force (SLAF) has successfully completed the JNSC. As of today 22 officers of SL Navy (SLN) acquired the PGD in Def. Mgt from KDU. Since 2019 induction of foreign officers commenced to the course and one Indian navy officer and one Maldives navy officer has completed the course. Outcome of the course is professionally complement midcareer officers who can hold staff appointments efficiently in the Sri Lanka Navy or other sister services.

5. Since the 2014, only 204 officers completed the course where as further more officers were promoted to the rank of confirmed LCdr without getting gamble of completing the JNSC. In 2019 when the 25th JNSC submission announced there were more than 200 officers eligible to follow

RESTRICTED

the course further, by next year there will be more eligible officers. Only 20 local officers will be accommodate per course and maximum four courses will be conducted once year. In that frequency SLN can cater only 80 officers per year which make huge back lot of officers who are not getting this opportunity beyond their control. In this background JNSC create competition and become recognized and highly benefited course for the officer's carrier development in the Navy.

6. Purpose of this service paper is to study the prevailing situation of JNSC with the evolution and to provide suggestion for transforming the college in to the model institute in SLN.

COMPARISON OF THE COURSES

7. Junior command Course (JCC) in SLA³ and Junior Command and Staff Course (JC&SC) in SLAF⁴ are the courses equivalence with JNSC in SLN and naval officers are also joining those courses regularly. 23 and 34 officers from SLN has completed the courses provided by those tow sister services respectively. Almost same subjects are covering in those courses while particular attention giving to the respective forces correspondents and service writing concern. Syllabi comparison of three courses are attached as Annex A. Compared to other two courses JNSC is more focus in to the management subjects and Research which dominate the suitability aspect of course content.

8. Co-curricular activities are giving more of practical approach to the student officers and comparison of general curricular activities of the courses are attached as Annex B. Compared to

³ *Sri Lanka Air Force Junior command and Staff College*. Airforce.lk. Jan 2019, 09 Oct 2019.
<http://www.airforce.lk/jc&sc/page.php?page=jcscacademic>

⁴ *Sri Lanka Army Officer carrier development Centre*, army.lk, Jan 2019, 9 Oct 2019,
https://alt.army.lk/ocdc/unit_command_course.php

RESTRICTED

the curricular activities JSC in SLA is leading other two courses and SLN need particular attention to be paid improving this aspect.

9. Evaluation of the course and final outcome of the courses having significant differences. Awarding grades for the subjects according to marks comparison shown below (Chart 1). Among the junior staff courses in tri forces only the JNSC in SLN provide PGD in Def. Mgt on successfully completion the course. Evaluation criteria of the JNSC is same to the University of Colombo criteria⁵ and JNSC is leading in this aspect and the comparison attached as Annex C.

Grades and Mark Comparison

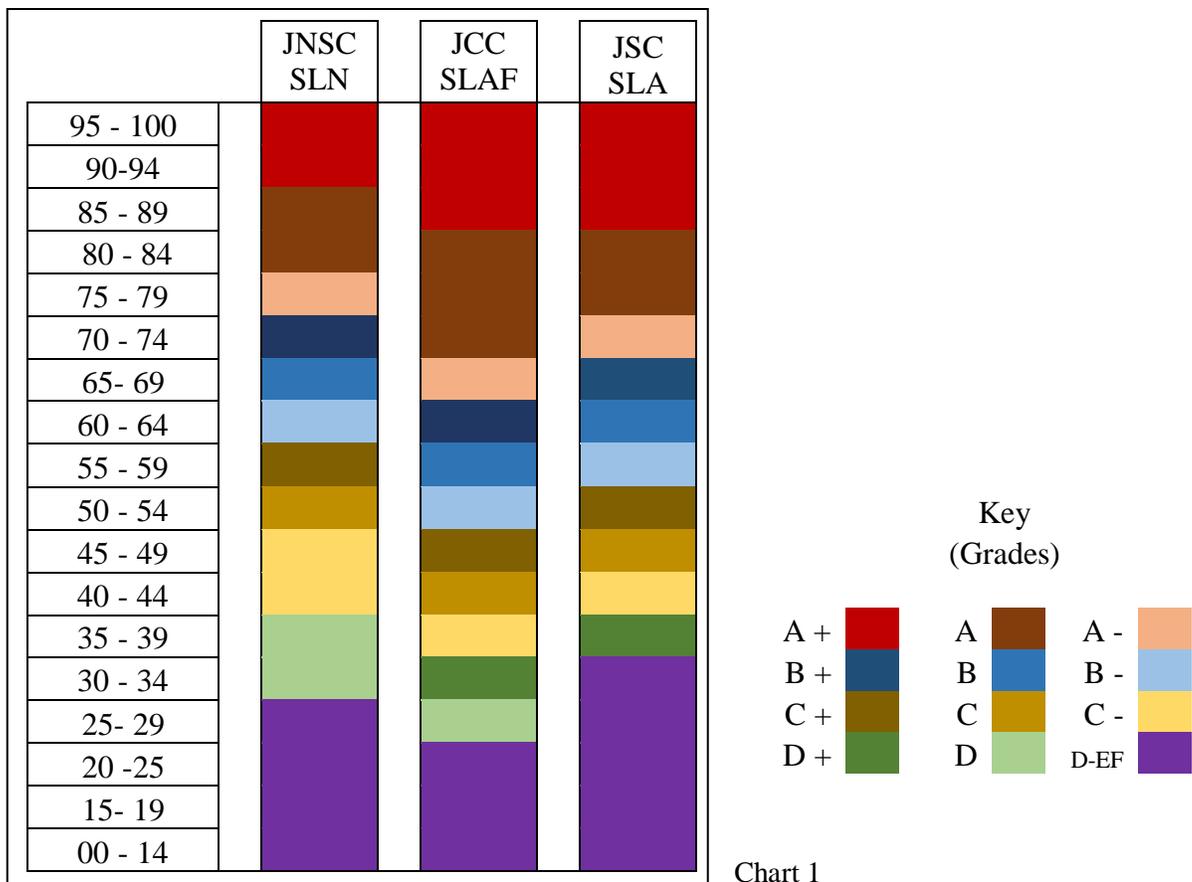


Chart 1

⁵ Faculty of science University of Colombo, cmb.ac.lk, Aug 2019, 09 Oct 2019, <https://science.cmb.ac.lk/academic/undergraduate-programs-in-science/evaluation-procedure/>

RESTRICTED

10. Facilities and services are differ as per the service requirement, available resources, capabilities and the service environment so no proper comparison can be made. But SLA and SLAF are conducting this courses in different dedicated school/ institute⁶ which are administrate independently. Whereas JNSC in SLN administrate by the Naval & Maritime Academy (NMA) and not an independent institute.

11. Pakistan and Bangladesh also conducting the same course for the junior officers to develop professional knowledge and staff skills of junior staff officers. Fourteen Officers has completed Junior Officer Staff Duties (JOSDC) course which included in Basic Marine Officer Course (BMOC) provided by Pakistan Navy⁷. Yet this course is not recognize as equitant course of JNSC in SLN. Separate study to be carried out to find the reasons and due recognition to be given accordingly. Junior Command Course (JCC) Provided by Bangladesh Navy⁸ has completed more than 20 Officers of SLN.

TRANSMISSION TO A MODAL

12. SNL is holding the title of country's most vital defence force⁹. Navy is a unique force owing to the reason of battle proven, strategic location of the island and friendly relationship with

⁶ JSC from SLA at Junior Command College in Buttala, JC&SC from SLAF at Junior Command and Staff College in China bay

⁷ *Pakistan Navy Training establishment: PNS Rahanuma*, Sep 2016, 10 Oct 2019, <https://www.paknavy.gov.pk/rahanuma.html>

⁸ *Bangladesh Navy Academy*, Wikipedia. 5 Oct 2019, 10 Oct 219, https://en.wikipedia.org/wiki/Bangladesh_Naval_Academy#Training

⁹ Sri Lanka Navy, Wikipedia, 25 Sep 2019, 9 Oct 2019, https://en.wikipedia.org/wiki/Sri_Lanka_Navy

RESTRICTED

other navies. Since the colonial era SLN evolved with the tradition, customs and system acquired from different navies such as Royal navy and Indian navy. Now SLN to think forward to establish model and unique systems. This can be implemented in various levels of the organization but the effectiveness of such systems will depend on the focusing group. Junior staff officers are the hands of the navy who interact with different level such as interaction admiral, ships and establishments, staff of superior and subordinate, peers on the staff and interaction with the rating¹⁰. Molding this staff officers in unique and effective manner can lead the organization to acquire its uniqueness and effectiveness.

13. Experiences and good exercises from various institute can be taken with appropriate modifications in order to create a model system for the SLN. This different methods and applications should not be just copy past from the others institutes. Prior to implementations of systems, those are to critically analyze and modified accordingly. Following concerns can be highlighted with different analysis in order to make the model institute.

- a. Pre-course planning
- b. Evolution of syllabi and curriculum
- c. Instructors and directing staff changes
- d. Individual and team evaluation
- e. Facilities and services

14. This transmission process can not undertake by the JNSC or the NMA alone. This is a process which all the responsible authority including student officers are to take part.

¹⁰ Naval staff duties and service writing manual (BR7): The staff officers and his duties, 2006, p. 1.

RESTRICTED

Pre-Course Planning

15 Officers in the rank of T/LCdr or Lt or equivalent of all branches who have completed the Sub Lieutenant Technical Course or equivalent course will be eligible for applying the course¹¹. Selection criteria laid down and eligible officers will be selected as NAHA 5 memorandum dated

13th November 2018. Officers will be selected by the board of selection and those selected officers will be nominated by the Navy General but that will be mostly prior one week or maximum two week to commence the course.

16. Course of this magnificent to be given at least one month prior notice so that officer will mentally and physically will be well prepared. Officers joining the course are senior Lt and T/LCdr, most of them are married. Hence officers need some time to settle his personal issues before joining the course.

17. Further just after joining the course during first week all the student officers are communicating with previous course student officers to get the Pre Course Knowledge (PCK). No proper joining instruction available by now at the college and it is necessary to issue such document before joining the course or one week prior to the course joining. This instruction also to be included all extracurricular so that the student officer can be well prepared and equipped.

18. Officer's selection to be initiate well in advance and selected officers are to inform at least one month prior to the commencement of the course. Joining instruction to be prepared which is to be included all curricular activities and general instructions. This and can upload in to the intweb where interested officers will refer the instructions.

¹¹ *Naval and Maritime Academy: Junior Naval Staff Course*, nama.navy.lk, 7 Sep 2019, 10 Oct 2019, <http://nma.navy.lk/index.php?id=332>

RESTRICTED

Evolution of Syllabus and Curriculum

19. It shows the necessity of proper laid down syllabus and curricular to be implemented in order to keep the regularity of the training. However new syllabus can be consider meeting the requirement of academic concern. But military strategies always updating and there is no room for upgrading the syllabus whereas SLN teaching appreciation but whole world military is focusing on planning process. Further SLN doesn't have the approved, correct BR 7 for staff course. BR 7 to be corrected and to be approved as the first step for implementing a model institute.

20. Since the beginning of the JNSC there were 3 syllabus review and number of extracurricular activities added time to time with the interest of directing staff and situational circumstances. Previous ten courses where studied to understand the variety extracurricular and details are attached as Annex D. Regularity in extra curriculum to be implemented irrelevant of individual interest concern.

21. New syllabus to be continue while focusing systematic regular upgrading and curricular activities to be properly manage so that student officers completed the JNSC will have same opportunities. JNSC is to initiate and maintain the systematic upgrading and regularity of the curriculum.

Instructors and Directing Staff Changes

22. JNSC senior course coordinator (SCC) is the Deputy Training Captain (DTC) since the beginning of the college and there are three Directing Staff (DS) at a time including foreign DS. Due to the requirements of the navy directing staff has changed in a manner that some courses face the changes of three DSs. Comparison of changes in past ten courses are attached as Annex E.

RESTRICTED

23. This shows some courses started with all three new DSs and some ended with different DSs who didn't know about the student officer's performances. Considering the gravity of this course Navy should be able to appoint suitable and capable DS having proper mechanism to change them systematically without disturbing the training. Propose changes in appointment also indicated as Annex F. This give the flexibility to NHQ for appointing officers and also give DS's proper orientation for the particular course concern.

Individual and Team Evaluation

24. JNSC administrate under the NMA and DSs also nominated for various task of the academy irrelevant of their duties as DS. In case of ten minute prepared speech which include 5 minute critique and there are 22 student officers total time consuming will be 3555 minute (5.5 Hours). One DS has to commit his full day and evaluate student officers. Where DS getting some other commitment definitely he will divert himself from proper evaluation which directly effect to the student officer's growth. Study shows that most of the officers are not satisfied about evaluation and they seek the guidance.

25. Either DSs are to be dedicated for the JNSC concern only or the college to be separated and to be independently administrated. Four DSs are to attach for the JNSC and they are to be selected by the board evaluating their skills and the experiences.

Facilities and services

26. JNSC administrate from the NMA and it create some issues where student officers and DSs are to go through the process which slower the actions. Whereas most other institute for Staff officer's skill development are administrate individually.

RESTRICTED

27. At present there are 22 officers including a foreign officer and officers from sister services, therefore it is necessary to have a good means of transportation. Dedicated mean of transport to be arranged to the collage as the course is mostly comprise with extra outdoor activities.

28. Infrastructure to be updated and latest technology to be introduced to the student officers. Presently non-working smart board and monitor fixed to the lectern facing upward as local arrangement has been introduced. Student officer working with laptops and need power supply which is not available at his desk. Providing these facilities are not to be considered as luxury but necessity.

29. Even some rules and criteria has laid down for the MS Office product which is upgrading and replacing creative soft wears as Prezi and some more presentation software. Student officers shout not box into such criteria laid down for developing software which is not the only one. TC Ranwella (2016)¹² found in his research NMA trainees should be encouraged to use academic and reliable resources in their projects and assignments for successful investigations. He further recommended to allocated funds to subscribe to e-journals, e-libraries, e-books, online-databases as academic resources for related courses.

30. Student officers of the JNSC having also has the responsibility of transforming the institute in to a model in SLN. They are to maintain the standard of JNSC and obtain maximum marks and preform in the respective field in highest professional manner on completion of the course. Student officers are also to bear in mind that they are the product of model institute of SLN and to be acted accordingly.

¹² Ranwella. Tc (2016), Internet use and its impact on library usage by trainees At Naval and Maritime Academy.

RESTRICTED

CONCLUSION

31. SLN's junior naval staff collage was established in 2005 aiming to develop professional knowledge and staff skills of selected Student officers. Purpose of this service paper is to study the prevailing condition of JNSC with the evolution and to provide suggestion for transforming the college in to the model institute in SLN.

32. SLA and SLAF also conducting same kind of staff skills development courses for their officers. Evaluation of the course shows the development and some lapses. Carefully study has carries out to find and modify the system to implement in order to transform JNSC to a model institute. Few concerns were highlighted with different analysis in order to make the model institute such as Pre-course planning, Evolution of syllabi and curriculum, Instructors and directing staff changes, Individual and team evaluation and Facilities.

33. JNSC already has the best recondition in case of academic and achievement. It award PGD in Def. Mgt and evaluation is same as University of Colombo which make this a model institute up to the certain level. Some aspects are to develop yet. Those are to improve in order to achieve the goal of model concept.

34. Further SOs are to perform well and give their maximum to the course where they will later demonstrate the model leadership and staff skills gathered from the model institute.

RECOMMENDATIONS

35. Comparison of the other courses from SLA, ALAF and some foreign courses it is understood that the JNSC in SLN having good reputation and systematic development. Following recommendations are made in order to further improvement of the course where then in can be consider as model institute in the Navy.

RESTRICTED

- a. Early Selection of officers and informing them well in advance. Promulgate the appointment well in time.
- b. Providing joining instruction for the officers which include curriculum and general guidelines.
- c. BR 7 to be corrected and to be approved for use as reference material for JNSC.
- d. Approved syllabus to be follow and make room for systematic and regular upgrading of the syllabus with the new military theories.
- e. Maintain regularity of the extracurricular activities and make a policy for those activities.
- f. Systematic changes of DS appointment without hampering the training.
- g. Appoint additional one DS with experience and skill.
- h. Introduce proper selection procedure for DS appointment.
- i. Independent JNSC from the NMA and let it to be administrate as separate independent institute with dedicated DSs for the studies.
- j. More focus of student officer's evaluation and expressing them the fields to be improved.
- k. Facilitate good infrastructure with sophisticated technology for the student officers including transport facilities.

RESTRICTED

1. Introduce new software and new technology for presenting and skill development and subscribe to e-journals, e-libraries, e-books, online-databases as academic resources for related courses.

36. Student officers also having added responsibility in transforming the JNSC as model institute where SO's have to set the model roles for the junior officer in case of studies, behaviors, skills and officer qualities.

Trincomalee

21st Oct 2019

RMCK RATHNYAKE

Lieutenant Commander (BH)

Student Officer

Distribution: The Commandant, Naval & Maritime Academy

BIBLIOGRAPHY

Web sites

1. *Naval and Maritime Academy: Junior Naval Staff Course*, nama.navy.lk, 7 Sep 2019, 10 Oct 2019, <http://nma.navy.lk/index.php?id=332> Dr. Neil De Silva. Feb 2011. Web. 11 Apr 2011. http://www.prds_srilanka.com

RESTRICTED

2. *Sri Lanka Air Force Junior command and Staff College*. Airforce.lk. Jan 2019, 09 Oct 2019. <http://www.airforce.lk/jc&sc/page.php?page=jcscacademic>
3. *Sri Lanka Army Officer carrier development Centre*, army.lk, Jan 2019, 9 Oct 2019, https://alt.army.lk/ocdc/unit_command_course.php
4. *Faculty of science University of Colombo*, cmb.ac.lk, Aug 2019, 09 Oct 2019, <https://science.cmb.ac.lk/academic/undergraduate-programs-in-science/evaluation-procedure/>
5. *Pakistan Navy Training establishment: PNS Rahanuma*, Sep 2016, 10 Oct 2019, <https://www.paknavy.gov.pk/rahnuma.html>
6. *Bangladesh Navy Academy*, Wikipedia. 5 Oct 2019, 10 Oct 219, https://en.wikipedia.org/wiki/Bangladesh_Naval_Academy#Training
7. *Sri Lanka Navy*, Wikipedia, 25 Sep 2019, 9 Oct 2019, https://en.wikipedia.org/wiki/Sri_Lanka_Navy
8. *Naval and Maritime Academy: Junior Naval Staff Course*, nama.navy.lk, 7 Sep 2019, 10 Oct 2019, <http://nma.navy.lk/index.php?id=332>

Books / Manual

1. *Naval staff duties and service writing manual BR 7*
2. *Ranwella. Tc (2016), Internet use and its impact on library usage by trainees At Naval and Maritime Academy.*