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MS&T Meets Training **Transformation**

MS&T invited Dr Paul Mayberry, Mr Dan Gardner, and Dr Bob Wisher to participate in an Editorial Board meeting at I/ITSEC 2005. Managing Editor Jeff Loube reports on the meeting, with files from Rick Adams and Editor-in-Chief Chris Lehman.

I/ITSEC is a pivotal event for the global military training community and therefore for MS&T. It is our single most important opportunity throughout the year to meet friends, detect trends and check out the issues. We use the occasion to get feedback from our readers and our clients. We like the feeling we get when we're told we're covering the right issues. We certainly like to hear that we got the story right. We appreciate the advice we get about what we should be covering, and where we could improve – it's how we grow. We do our best to reflect the feedback.

Back in the fall we, like many of our readers, were preparing for I/ITSEC. One of the things that we arrange is a program of meetings in which we can get input from key personnel in industry, academia and defense agencies. As we were considering our strategies, the US Department of Defense (DoD) Training and Transformation (T2) Office advised us that they were putting together the media program for their key personnel. What an opportunity! We proposed that, instead of run-of-the-mill interviews, we set up a meeting with the Editorial Board. Why? Because we wanted to get their input on issues, user needs and the course we should be charting for the near future – not just report on an interview.

We were delighted to receive the news that Dr Paul Mayberry, Mr Daniel E. Gardner and Dr. Robert Wisher would participate in our Editorial Board meeting. Dr Mayberry is the US Deputy Undersecretary of Defense for Readiness. He is the focal point on all issues and activities related to the readiness and training of U.S. armed forces. Dan Gardner is the director of the Readiness and Training,

Left
Dr Paul Mayberry – the US Deputy Undersecretary of Defense for Readiness.
Image credit: US DoD

Policy and Program Directorate. He leads the Training Transformation Initiative and its three major capabilities of Joint Knowledge Development and Distribution, Joint National Training, and Joint Assessment and Enabling. Additional responsibilities include oversight of the Advanced Distributed Learning (ADL) Initiative and its associated ADL Co-Laboratory structure. In addition, as the OSD focal point for training and training-related activities, Mr. Gardner is the U.S. national coordinator for DoD training policies and programs impacting NATO and PfP (Partnership for Peace) training. Bob Wisher is the director of the ADL Initiative. He is responsible for directing and implementing the ADL Initiative within the Department of Defense, as well as other government organizations, academia and industry on an international basis.

And so, we -- MS&T's Editor-in-Chief Chris Lehman, Managing Editor Jeff Loube, and Senior Technology Editor Rick Adams -- found ourselves at I/ITSEC discussing current and future issues with Training Transformation's leaders.

Above
Dan Gardner is the director of the Readiness and Training, Policy and Program Directorate.
Image credit: US DoD

We had considered that one of the major barriers to Training Transformation would be found in cultural resistance and the need to change cultures. While Dr Mayberry agreed that many people would respond that that was a major barrier, he noted that the real challenge is to develop leaders and individuals. The success of US Forces stems from the adaptability of individuals. Leaders need to be developed in a dynamic environment, and be able to turn on a moment's notice. Gardner added that this is a significant challenge – military personnel go from support to humanitarian interventions to full-on combat and back again. If you train that way, and are exposed to that environment, you will be able to do that in-theater. The solution lies in more than technology.

"You cannot build a 'field of dreams' and everyone will come. The field of dreams approach doesn't work," according to Mayberry.

JKDDC (pronounced j-kidic), the Joint Knowledge Development and Distribution Capability, is intended to prepare future

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decision-makers and leaders to employ joint operational art, understand the common relevant operating picture, and respond innovatively to adversaries. It will develop and distribute joint knowledge via a dynamic, global-knowledge network that provides immediate access to joint education and training resources. However to avoid being a 'field of dreams' it is necessary to address key issues such as: getting folks to take the courses; recognizing the value of the courses, overcoming the generational gap between distributed learning vs. the schoolhouse, and getting general acceptance and backing for the methodology. There are some cultural issues underlying these challenges, but they are being overcome. Internationally, according to Wisher, we are seeing a new sense of jointness with ADL coming out of the NATO working group and use of the technologies for the NATO response force.

But how joint is joint? How far down does jointness penetrate? In order to understand that one needs to understand the foundations of success. Dr Mayberry feels that the successes of the US Forces, and military capability, has grown out of the individual ethos and differences of each of the services. Each of the services brings a different thought process and a different way of attacking the same problem. It is essential to maintain the legacies, traditions and characteristics in the services that have led to success – but, he says, we must focus on the overall enterprise.

"We must be careful about what is jointness and what isn't," Mayberry noted. "Going to the lowest level is not what is meant. For example, there is probably very little jointness on the flight line."

Above
Dr Bob Wisher - responsible for directing and implementing the ADL Initiative within the Department of Defense.
Image credit: US DoD

Appropriate levels of interchange must be worked out – and they continue to develop. "Jointness could extend down to areas such as communications and fire support."

The four underlying principles that T2 is bringing to joint training are:

- Provide realistic joint scenarios;
- Provide coordinated, adaptive, thinking, dynamic opposing forces;
- Ensure instrumentation to gather and exchange data: and
- Ensure there is an After Action Review process.

The path to joint capability starts with the Service CTC's and exercise programs, which lead to Joint exercises, which lead to Readiness. The keys to this path are accreditation and certification. Service training programs are accredited as having a sufficient joint context to train joint tasks and service training sites and systems are analyzed to determine if they meet technical standards. Accreditation and certification are not reports, but rather processes to identify shortfalls and how to deal with those shortfalls.

Dr Mayberry noted that the outcomes will be service exercise program within an appropriate joint context – without losing sight of the training audience – and a communications infrastructure that could be described by adjectives such as persistent, "plug and play," common operating picture, distributed, and, of course, secure.

"With JNTC we started out with 2 events, then 18, and are planning on 60 for next year. Our goal is to make every service event where 2 or more players are gathered together a joint event."

Security is a constant challenge. The most recent Red Flag combined with Roving Sands had a head-on collision with the multi-level security issue. German Patriot crews were going to participate in Roving Sands (on an internal self-contained network). Then the combined Red Flag plugged in other networks outside the closed loop, raising security issues. Dr Mayberry explained that the effect is to short-circuit the types of participation in the exercise. The reasons for the security issues lie partly in technology but "a lot of it is policy." He noted that there is a need to determine "what are the appropriate barriers and what can pass through the barriers." One of the significant contributions of T2 is to address those barriers.

"What we really need is alignment of laws, needs and technology – certainly if we are to 'train the way we fight – with coalition partners.' JFCOM is working on that," Dr Mayberry explained. Wisher added that even ADL faces security issues with some access to training content being constrained by existing foreign military sales and foreign military training laws.

Training with coalition partners has its challenges, but so does training and operating with civilian agencies. Interagency training, and operations, continues to be challenged by differences in people, practices and processes.

He explained that agencies operate under the "tyranny of the urgent" with the result that they often feel they don't need to train – they do it every day. Clarity of roles is a sensitive issue with the public – as it should be. The rules of engagement are not always clear and this poses difficulties. However, it all comes down to command and control, coordination and integration and, of course, it is here where many of the obstacles and barriers to jointness are to be found. There are complex decision processes, and leaders don't always know who to call and what resources are available.

"We need to continue exercises like Determined Promise to identify the walls and barriers."

Gardner added that OSD policy is to implement Interagency METLs (Mission Essential Task Lists) but opined, "There is tough slogging ahead." This is significant new ground.

Dr Mayberry explained that this is significant because the METL is the foundation of readiness assessment and reporting. Reporting will ensure that FEMA or FBI commanders will know what capabilities they have at hand – where physically and at what state of readiness.

Tying many of these issues together is the ongoing need for standards – particularly data standards. SCORM meets the need to provide standards for the interoperability, accessibility and reusability of learning content. Likewise there is a need for standards for spatial data and databases. According to Dr. Mayberry, "We don't need 40 databases of Baghdad." What is required is a way to pull this data together, and create a dynamic database that meets all user needs.

As the board meeting closed, we asked Dr Mayberry, Mr Gardner and Dr Wisher what they see as key emerging or critical issues. Look for the Defense Language Transformation Roadmap, a major initiative to develop foreign language and cultural expertise among military and civilian members. Amongst other things it intends to improve the language skills of the officer corps in general, and consider language ability in the promotion of general officers. Look for a continued emphasis on gaming and measuring learning from gaming. Look for a continued emphasis on multilevel security and strategies to minimize constraints. And finally, look for continued development and growth of on-line training.

This Board Meeting confirmed several of our editorial directions for MS&T. We intend to continue our regular coverage of Training transformation, JNTC, ADL, and gaming technologies - and we plan to pay more attention to language and cultural training. MST

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