

Beyond competency based training: A new Paradigm for training Department of Defense employees

Dr. Craig M. Arndt
Defense Acquisition University



- Defining the problem
- State of the Art
- Requirements
- Solution
- Role of Technology
- Role of Mentoring
- Effects on Performance
- Questions

- Current State-of-the-Art
- Training requirements
- Objective
- Opportunities
- Constraints



Current State of the Art in DoD Adult learning (training)



- Specific training in specific skills and carrier fields.
- Each class is defined by objective to develop skills in specific competencies
- Competencies are defined by leadership as required for success in different jobs.

- Theory
 - Competencies are minimum requirements for success
 - Competencies are sufficient for success
 - Competencies can be determined and documented at the top level
- Practical
 - Competencies need to be stable
 - Competencies need to be good predictors of performance
 - Competencies can be captured and incorporated into curriculum



Training requirements



- The requirements for additional in training and learning in the acquisition workforce continue to grow and change at an ever increasing rate.
- The requirements are changing much faster than training organizations ability to develop additional training.
- Younger employees have different learning stiles and needs
- Traditional curriculum become rapidly obsolete and requires significant resources to develop and maintain.

- Training is designed around fixed competencies and specific certification requirements (leadership defined).
- The trend is to expand training to qualification training based on an expanded set of fixed competencies (leadership defined).
- Additional develop is taking place in alternate delivery methods

- Reduce cycle time for new content development
- Develop training that meets of needs of the workforce
- Reduce the cost of new curriculum development

- All learning regardless of content and delivery method enhances the individual and the group.
- Significant new content is being developed throughout the world every day.
- The access to learning content is getting easier all the time
- The younger workforce is more conferrable with non-traditional content delivery
- The use of distributed content development and delivery has the potential to reduce cost.



Millennial's and their learning preferences



- Information on Demand
- Self organizing
- Collaborative
- Integrate content from many different sources
- Personalize learning
- Students: Find, Filter, Focus
- Teachers: Guide, Facilitate, Coach

University of Pittsburg, Medical School Study

- The funds available for developing and deploying training continues to go down.
- The rate of change in job requirements and the rate of change underlying technology continues to increase.
- In some employee groups (younger employees) competency based classes actually reduce like long learning.



Technical Challenge



- Develop training to new set of training requirements
- Develop training methods that are highly flexible
- Develop training that encourages life long learning
- Develop training methods that will result in significantly high levels of performance and significantly lower cost.

The New Paradigm

Building on success

- Organic learning model
 - Three part model
1. Self Directed life long learning
 2. Growing both horizontally and vertically
 3. Taking advantage of ever growing availability of content



- Takes advantage of conductivity and availability of a wide range of content
- The organizations (jobs, schools, community) benefit from better employees
- Employees guild their training and growth

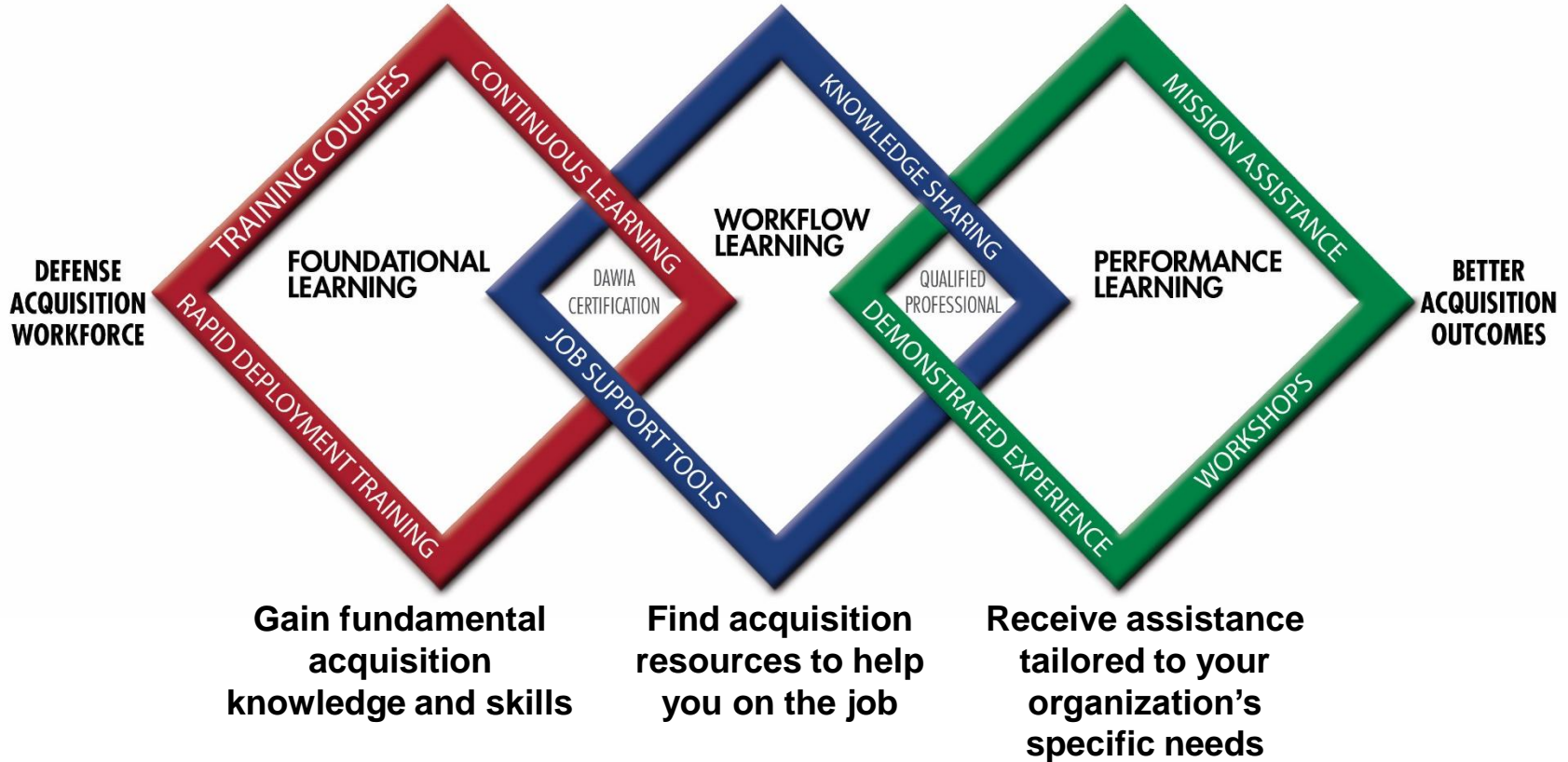


- The Individual
 - Determines need based on real world, real time job requirements
 - Finds and organizes content
 - Continues to grow
- The Organization
 - Makes content available
 - Documents training and learning
 - Provides instruction and tools for learning
 - Provides coaching and support
 - Work with teams





DAU Acquisition Learning Model



DAU is with you throughout your career

- The increasing speed of technology development drives the need for new training
- Educational technology and the development of curriculum significantly lags requirements for new skills

- Effective On the Job Training (OJT) and hands on mentoring has proven to be the most effective form training.
- In an environment of new tasks and new skills the need for new skills has out passed the tradition OJT and mentoring programs.

- The Under-Secretary of Defense for Acquisition Better Buying Power, Need for professionalism in the workforce
- Improvements in the workforce are critical in an environment of increased complexity and decreasing human resources.
- The most effective training is delivered at the point of need (use) and to the individuals and teams doing the work.

Questions ??