

## **INDIVIDUAL TRAINING & EDUCATION MODERNIZATION IN THE CANADIAN ARMED FORCES**

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Canadian Armed Forces (CAF) members are amongst the best trained military personnel in the world. This strategic advantage has consistently enabled the CAF to excel during all types of operations. The challenge is to maintain this advantage in the face of resource constraints and an increasingly complex and challenging security environment. As such, the CAF cannot afford to be inefficient and ineffective in its execution of IT&E.

But how do you address the challenge in the face of mounting constraints and restraints? Let's go back to the beginning when the CAF Campus Framework was just a notion.

The initial impetus for Individual Training & Education (IT&E) Modernization came from the 2005 Chief Review Services (CRS) evaluation. This report, the findings of which remain current, noted that approximately \$1.6B was spent annually on the Training & Education (T&E) system. The figure was an estimate because the existing system does not generate "appropriate performance and costing information" to track how much is actually spent on IT&E across the CAF. The CRS further described the IT&E system as one that lacks strategic direction, fails to exploit synergies, and suffers from redundancy, "fragmented and poorly aligned" resource planning and "decentralized and unwieldy administration." The initiative was supported by many documents and initiating directives along the way. In keeping with CDS and AFC direction, Comd CDA established a small, dedicated Core Team to provide the management, staffing, research and analysis needed to advance IT&E Modernization. The Core Team adopted a collaborative approach, establishing the IT&E Modernization Working Group (WG) as a sub-committee of the IT&E Committee, which includes representatives of the Training Authorities (TA)/Designated Training Authorities (DTA) and other CAF stakeholders. Working with the Stakeholders, the Core Team determined the as-is baseline situation through visits to sixty (60) IT&E

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establishments and their headquarters, feedback from a second IT&E Symposium in November 2010, and the collection/collation of data captured from various CAF systems. These activities identified the following strategic gaps in the current IT&E system:

- inadequate exploitation of modern learning methodologies and technologies;
- inability of current TE infrastructure to support the use of modern learning methodologies and technologies;
- inadequate resources to support the full spectrum of functions needed for effective IT&E: quality control (analysis, design, development, conduct, evaluation, validation) and quantity control (identify quantitative requirement, propose schedule, match, commission, administer conduct);
  - inefficient use of resources and a lack of synergy due to stove piping;
  - inadequate IT&E performance management;
  - incomplete evolution of the CAF as a learning organization, one that facilitates member learning and continually adapts to an environment of significant social, technological and operational change;
    - lack of instructor and IT&E manager development;
    - lack of synchronization within the personnel generation system; and
    - inadequate compliance with the Official Languages Act (OLA).

Recognizing that effective training is critical to the continuing operational success of the CAF and that CAF operating funds are decreasing, the IT&E Modernization Initiative was formally launched in January 2011 by a Chief of Defence Staff (CDS) Initiating Directive (CID). As a result of the CID an *Individual Training and Education Modernization Strategy* was developed through pan-CAF collaboration and was endorsed by Armed Forces Council (AFC) on 12 May 2011 and published in June 2011. AFC directed that CDA HQ “proceed with short term action plan and initiate project process”. The *Strategy* presents the campaign plan for achieving a modernized IT&E system that delivers performance oriented, learner-centric T&E at the right time, at the right place and to the right people. This plan sets the stage for further definition and development of the concepts and approach portrayed within the *Strategy*. The *Strategy* aligns itself with the Minister of National Defence's Plans and Priorities Report of 2012-13:

- *Ensuring Sustainable Operational Excellence both at Home and Abroad*, in part by achieving preparedness to conduct military operations on short notice;
- *Reconstituting and Aligning the CF Post-Afghanistan*, which incorporates a requirement to develop the capability to meet post-2011 readiness initiatives;
- *Strengthening the Defence Team*, which will be enabled by maximizing military and civilian potential by continuing to strengthen leadership capacity, succession planning, continual learning and professional development (PD); and

• *Maintaining Defence Affordability*, which strengthens the key military capabilities through investment in Personnel, Equipment, Readiness and Infrastructure. The “Program Activity: Defence Team Personnel Support” section recognizes the importance of these actions as “essential to enhance personnel readiness and deployability, and establish the CF as an employer of choice and learning institution.” The report includes plans to:

- modernize the CAF IT&E system to more efficiently and effectively deliver performance-oriented, learner-centric T&E;
- achieve a more performance-oriented, learner centric training, and a more collaborative and innovative Defence Team; and
- further enhance the Defence Learning Network (DLN) to deliver capabilities associated with developing and managing learning content.

So what is the CAF Campus? The *CAF Campus Operational Framework* describes the CAF Campus as a performance-oriented learning architecture that is agile, integrated and responsive to CAF institutional requirements.

The *Operational Framework* is the culmination of more than two years of analysis, collaboration, innovation and integration of initiatives from throughout the CAF and learning science communities.

CAF Campus represents a fundamental shift from the traditional IT&E paradigm and is the first systemic rationalization of the IT&E system in the CAF’s history. The strategic savings and the modernizing effect of CAF Campus are products of a learning architecture that eliminates stovepipes, synchronizes IT&E investment, and leverages tactical innovation and best practices from within the CAF and throughout industry, academia, our allies, and other government departments. Responsive to operational and institutional requirements, it is a vehicle that will empower transformation to a true CAF learning culture.

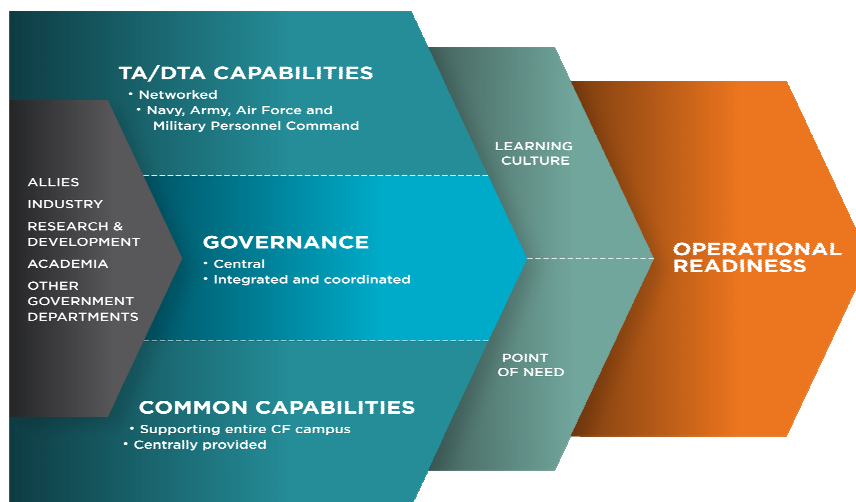
With all initiatives and innovations come a myriad of assumptions, the CAF Campus is no different, below are some of those:

- primacy of operations shall continue to drive the development of personnel competencies and the allocation of resources. Similarly, institutional requirements and official language competencies will benefit from CAF Campus effectiveness;
- the *Integrated Capstone Concept* (ICC) provides “the Defence Institution with an overarching concept, informing a body of operating, integrating and enabling concepts that will shape how the CF will meet the challenges of the complex future security environment” and “will underpin integrated CF Force Development and act as both a resource for CF Professional Development and other department needs.” The base assumptions of the ICC therefore describe the conditions for the IT&E Modernization Initiative, including that “organizational bias, parochialism and institutional inertia within the CF will always be an impediment to transformation”;

- given the magnitude of change to the CAF IT&E system, the extraordinary effort required to develop high-fidelity metrics to emphasize or add to the 2005 CRS findings is an uneconomical commitment of limited resources;
  - point of need delivery is increasingly important as the means to deliver IT&E and meet performance requirements asynchronously and ubiquitously;
  - synchronization within the personnel generation system will be achieved through cooperation with:
    - Director Personnel Generation Requirements for the adoption of a human resources (HR) competency framework; and
    - the Military Personnel Management Capability Transformation (MPMCT) Project for better
      - integration of HR and IT&E aspects of HR;
      - the provision of IT&E in compliance with the OLA will be an intrinsic feature of CAF Campus;
      - collective and joint training, other experience and self-development need to be integrated with the IT&E system for the achievement of performance requirements; and
      - increased system visibility and metrics at all levels will encourage early adoption leading to early realization of efficiencies.
- Coupled with assumptions are constraints, such as:
- investment is essential to address the challenges of implementing a modern learning architecture;
  - resource pressures will continue to demand additional efficiencies. Military capabilities will continue to be commensurate with levels of government funding; and
  - the first phase of implementation will introduce evidential and intuitive efficiencies in concert with performance measurement mechanisms.

CAF Campus is designed to close the previously mentioned strategic gaps and move the IT&E system into the future. It is a performance-oriented learning architecture that is agile, integrated and responsive to the contemporary operating environment and CAF institutional requirements. The embedded Performance Management Framework (PMF) provides decision makers with the metrics to allocate and prioritize effort and resources to meet challenges and economic constraints. CAF Campus ensures that individuals are provided with the competencies required to retain operational readiness. It enables the application of modern learning techniques and methodologies that have been demonstrated to save training time and reduce resource requirements. It is a performance-oriented learning architecture that is agile, integrated and responsive to the contemporary operating environment and CAF institutional requirements.

The *Operational Framework* includes three core domains.



Conceptually CAF Campus:

- is a more collaborative (inside and outside CAF) approach to IT&E solutions;
- is an integrated, agile and responsive mechanism to eliminate stovepipes and enable sharing across the IT&E system;
- is a way to enable learning anytime and anywhere by all CAF personnel – a point-of need solution;
- includes a new methodology to assist in improved decision making and governance;
- enables more informed utilisation of emerging methodologies and technologies;
- enables continuous IT&E evolution and improvement; and
- enables the strategic synchronization of plans, opportunities and investments to improve IT&E while reducing the burden on personnel and resources.

CAF Campus provides synergistic management of IT&E while preserving the TA/DTA structure. It leverages the authorities of the Professional Development Council (PDC) members and participants to oversee the transformation of the CAF learning culture. Acting as an integrator, it will supervise a transition in capabilities and approach that will achieve the required synergy, cooperation and strategic governance. This approach breaches the stove piped construct of the present IT&E system, thereby fully leveraging all IT&E initiatives and investments and ensuring

that the organization, processes, doctrine and policy evolve in concert with the learning methodologies and tools employed in CAF Campus.

Imagine individual training and education (IT&E) that fuses innovative approaches and modern methodologies with the latest technology-enabled IT&E solutions to accelerate learning and improve retention. Imagine IT&E that encourages collaboration, critical thinking and career-long learning. Imagine IT&E that is realistic, responsive, engaging, immersive, integrated and agile. Imagine IT&E that is available to the right people, at the right time, in the right place and in the right format. That is a lot to imagine, but Canadian Armed Forces (CAF) Campus will make it a reality.

CAF Campus will modernize IT&E by improving the development of instructional material, adopting modern learning methodologies and the supporting technologies, emphasizing accountability for the resources expended, and providing the metrics necessary to guide its evolution. The following projects have been selected to achieve the CAF Campus Initial Operational Capability (IOC):

- Learning Support Centres (LSC) — the LSCs will be equipped to provide a common baseline of integrated learning development services, consultancy services and support services. Each LSC will participate in a virtual development network that will enable the sharing of expert advice and best practices. In some cases, individual LSCs will be equipped with specialty capabilities that will serve the entire LSC network;
- CAF Campus Enterprise Engine (CAFCEE) — the CAFCEE will include a learning management platform and key tools, such as a Learning Portal, Resource Management System and a Virtual Resource Centre. It will enable easy access to learning content 24/7 and to support resources and collaboration via online learning communities;
- Performance Management Framework (PMF) — the PMF will provide metrics to guide strategic and operational decisions regarding the ongoing evolution of CAF Campus and will provide Program Alignment Architecture (PAA) inputs; and
- Common Capabilities — the Common Capabilities will include the enterprise tools and capabilities that will enable the efficient application of modern instructional techniques, such as Rationalized Training Delivery, Prior Learning Assessment and Recognition, an Instructor Development Program and Research and Development (R&D) Coordination.

CAF Campus will position the CAF to maintain its operational edge in the face of resource constraints and an increasingly complex and challenging security environment. It is a strategically driven, pan-CAF learning architecture that supports the transformation of the CAF learning culture for the 21<sup>st</sup> Century. As CAF Campus users, every CAF member will have access to the modern learning

tools and resources that are appropriate for their particular status as a learner, instructor, content developer, instructional designer or training manager/administrator – when and where they are needed...

The CAF Campus was designed by a pan-CAF partnership as part of the Individual Training and Education (IT&E) Modernization Initiative. The Commander of the Canadian Defence Academy continues to lead the Initiative under the auspices of the Chief of Military Personnel as the Functional Authority for IT&E. The IT&E for the CAF must be flexible and agile to produce the array and depth of individual competencies required for success in complex and unpredictable operational environments and to meet the demands of such a dynamic institution. CAF Campus was built on the initiatives, insights and evidence provided by the Training Authorities, Designated Training Authorities, other CAF stakeholders, industry, academia, our allies, other government departments and individual members of the CAF IT&E community. The breadth and depth of collaboration in the analysis and design demonstrates that the best IT&E capability is feasible through the synchronization and coordination of resources and investment enabled by CAF Campus. Promulgation of the *CAF Campus Operational Framework* marks the first major milestone in the modernization of the IT&E system. Guided by this *Framework* and governed by PDC, the pan-CAF partnership will implement the components of CAF Campus as individual but tightly integrated projects to achieve a true CAF learning culture and harness the inherent efficiencies and effectiveness.

The individual and collective competence and professionalism of Canadian Armed Forces (CAF) personnel is the foundation of our successes at home and abroad. For this reason, we have always striven to ensure that our professional development is as robust as possible. The *CAF Campus Operational Framework* describes CAF Campus, which is a modern, agile Individual Training and Education (IT&E) system that will be implemented to help strengthen this foundation.

CAF Campus represents a fundamental shift from the traditional IT&E paradigm and is the first systemic rationalization of the IT&E system in the CAF's history. It responds to issues raised by leaders, various reviews, the IT&E community and our members. Displacing the stove piped approach of the current system, it empowers leadership at all levels and enables the strategic synchronization of plans, opportunities and investments to improve IT&E while reducing the burden on our personnel and resources. CAF Campus will initiate a culture of continuous improvement and deliberate, coordinated analysis to ensure the sustained effectiveness and efficiency of the IT&E system. Innovative approaches that fuse modern methodologies with the latest technology-enabled IT&E solutions will accelerate learning, improve retention, encourage critical



thinking and enable easy access to realistic IT&E at the point of need. The improved efficiencies made possible by the implementation of CAF Campus will produce effects well beyond the IT&E system, including improvements to capability development and reduction of the overall operations and maintenance burden. CAF Campus will facilitate the goals of our members who embrace self improvement and who have been limited by the current IT&E system. It also capitalizes on integration with collective training, joint training and all four pillars of the CF Professional Development System, while making the best use of every training dollar.

The implementation of CAF Campus is underway and the Commander of the Canadian Defence Academy will continue to use innovative approaches that fuse modern instructional methodologies with the latest technology-enabled solutions that will be leveraged to accelerate learning, improve retention, encourage critical thinking and enable easy access to IT&E at the point of need.

To keep up-to-date on the latest developments and learn more about how it will benefit you and the CAF, please visit us at:

<http://www.forces.gc.ca/en/training-elearning/index.page> or

<http://www.forces.gc.ca/fr/training-elearning/index.page>