



The Future Ready Training System

Transformation Program Strategy

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Army has initiated a program to manage the transformation of its training system. This program strategy will identify the principles and objectives of training transformation, the roadmap to a future ready training system and the program methodology.

Introduction

“It is the Army training system that gives Army the capacity to adapt to Accelerated Warfare. It changes the shape, purpose, scope and size of Army’s teams. At present, it does not do this quickly enough or in ways optimised for how Army’s people learn.”¹

Army’s mission is to prepare land forces for war. *Accelerated Warfare* asserts that geopolitics, technology and demographics are driving changes in the character of warfare at a rate faster than many of Army’s processes, concepts, capabilities and structures were designed for. These changes are challenging the way Army thinks, equips, trains, educates, organises and prepares its people and teams for cooperation, competition and conflict.

People are the heart of Army and of land force capability. To succeed in an *Accelerated Warfare* environment, our people need to be trained and prepared to out-think, out-perform and out-last our adversaries. To achieve this, Army must attract, acquire, develop and retain a multi-talented and highly skilled workforce - one that is agile in its structures and comfortable with the need for continual change.

Army’s training system is the critical connection between Army’s people and mission. It intrinsically supports and enables the Joint Force and Army’s Operating System. At every level of command, from recruit courses to the conduct of sustained land combat, the training system is expected to generate a qualitative edge in our people, build a high performance culture in our teams and strengthen our joint war fighting philosophy. Army’s current training system is broadly meeting these demands to be ‘ready now’.

Army must transform its training system to become ‘future ready’. The current training system is based on an industrial age approach and its design is being outstripped by the demands of *Accelerated Warfare* and the need to maintain a qualitative advantage in our people. Transformation to a ‘future ready’ training system will demand innovative thinking, committed leadership, integrated and empowered teams as well as an iterative development process.

Army has developed a Training Transformation Program Strategy. The purpose of this strategy is to provide the direction for Army and its partners to transform to a ‘future ready’ training system. It sets the conditions to contest ideas, to invest in change, to introduce new concepts and capabilities, to sustain excellence in the system and to simplify policies, procedures and practice. The strategy features principles and objectives to encourage innovation and flexibility. The *Future Ready Training System Campaign Plan*, guided by this strategy, provides the key milestones and measures of effectiveness for all objectives.

Army is in motion. Transforming to a Future Ready Training System is essential for Army to prepare land forces for *Accelerated Warfare*.

¹ *Army in Motion – Army’s Contribution to Defence Strategy*, 29 July 2019, p.41

The Army Training System

The Army Training System is a complex system. It intrinsically supports and enables the Army's Operating System and the Joint Force. It is currently comprised of eight components, each with internal elements engaged across a network of relationships and dynamic interactions. The components are shown in Figure 1 and their respective elements outlined in Table 1 (on pages 4 and 5), including the many elements that are not owned by Army but are fundamental to the Army Training System.



Figure 1: Components of the current Army Training System

1. Learning Culture

- ▶ Leadership behaviours
- ▶ Learning management approach
- ▶ Attitudes to learning
- ▶ Instructor and mentor approach
- ▶ Pursuit of professional mastery

2. Partnerships

- ▶ Academia, Universities and TAFEs
- ▶ International training and education
- ▶ Industry
- ▶ Joint and multinational forces
- ▶ Defence and civilian research organisations
- ▶ Organisations of interest

3. Environments

- ▶ Training adversaries
- ▶ Information, human and physical terrain
- ▶ Defence Learning Environment
- ▶ Unit Barracks and training establishments
- ▶ Defence and non-Defence training areas
- ▶ Integrated live-synthetic environments
- ▶ Operational theatres and networks

4. Learning Design

- ▶ Concepts and doctrine
- ▶ Operational equipment
- ▶ Learning management packages
- ▶ Exercise design
- ▶ Live, virtual and constructive simulation
- ▶ Information technology
- ▶ Aids and devices

5. Management

- ▶ Requirements setting
- ▶ Joint and Army training management frameworks
- ▶ Resource streams, allocations and prioritisation
- ▶ Competency recognition
- ▶ Human resource information system
- ▶ Force modernisation
- ▶ Interdependencies with other systems and Services

6. Governance

- ▶ Training authorities and delegations
- ▶ Manuals
- ▶ Standards
- ▶ Policies and procedures
- ▶ Employment category specifications
- ▶ Quality assurance
- ▶ Performance evaluation

7. Organisation

- ▶ Headquarters Forces Command
- ▶ Special Operations Command
- ▶ Headquarters 1st Division
- ▶ Headquarters 2nd Division
- ▶ Brigades and units
- ▶ Royal Military College of Australia
- ▶ Army Aviation Training Centre
- ▶ Army Logistics Training Centre
- ▶ Combined Arms Training Centre
- ▶ Army Knowledge Centre
- ▶ Defence Command Support Training Centre
- ▶ Defence Special Operations Training and Education Centre
- ▶ Army Education Centre
- ▶ Combat Training Centre
- ▶ Australian Defence College and Joint training establishments

8. Infrastructure

- ▶ National communications networks
- ▶ Defence networks
- ▶ Information technology hardware, software and support services
- ▶ Facilities and estate

Table 1: Elements within the components of the current Army Training System

The Army Training System's functional output is the generation of force and strategic effects to achieve Army's mission. As depicted in Figure 2 below, the current training system utilises a Force Generation Cycle where units and force elements rotate through a training cycle of Readying-Ready-Reset. The scale of training, activities, resourcing and effort vary against a force elements status within the Force Generation Cycle. The Reset stage will typically focus on individual and small team skills progressing towards more demanding team training during the Readying Stage. Force elements that are in the Ready stage have been prepared for contingencies or deployment and will tend to focus effort towards mission specific training as required or rehearsals while deployed on operations.



Figure 2: Functional depiction of the current Army Training System

Army's current training system is characterised by large, centralised, individual, residential courses; ad hoc use of technology for learning; a cycle of repetitive, graduated, predictable field exercises in constrained land-centric training areas; and, a bias towards conducting training events rather than achieving learning development.

Aspects of the training system have reached full capacity and lack agility or scalability because of current policies and procedures. Innovation and meaningful improvement is sporadic and localised.

The current system is being disrupted by six external factors:

1. The needs, expectations and learning experiences of the workforce.
2. New capabilities being delivered through the *Integrated Investment Program* that require different training methodologies, infrastructure and partnerships to those we have now.
3. The accelerating cycle of hardware upgrades and software refreshes which increases the risk of rapid obsolescence of elements across the training system.
4. The need for land capabilities to deliver effects into other domains.
5. Increasing need for land forces to train in partnership with joint force, other militaries, government agencies and industry.
6. Dynamic geopolitics that mean the outputs expected of the system change frequently in type and size.

The current training system is effectively generating individuals and teams to meet current demands. However, its cohesion and efficiency lack resilience to adapt to these factors. The training system must be less complex and more adaptive. It needs to transform to become future ready.

The future ready training system

The future ready training system will see a transformation of the elements, relationships, performance and outputs of the system. The components of the current system, as shown in Figure 1, are likely to endure.

Vision

A future ready training system that unlocks the full potential of our people and our Army to ensure future mission success. *Always innovating; Always experimenting; Always accessible.*

Training will prepare cognitively agile and professional people, and high performance teams, in order to thrive and succeed in an Accelerated Warfare environment.

System Principles

The three principles that guide transformation towards the future ready Training System are agility, simplicity and capacity.

1. Agility. A training system that is agile will enable Army's people and teams to quickly transition between missions and environments. As experience is gained and ideas are contested, training design must be able to easily and rapidly evolve. Training delivery mechanisms must be adaptable to the situation and the required learning outcomes.

2. Simplicity. A training system that is simple in its processes, structures and policies will promote freedom of action and the ability to rapidly change in readiness for the challenges of *Accelerated Warfare*.

3. Capacity. A training system that builds capacity will enable Army to generate more teams for more tasks, in more domains and environments, more often. It should do this more effectively, efficiently and safely.

Goal

A training system that is future ready. Training is accessible, realistic, relevant and scalable. Training meets the evolving requirements of the Joint Force.

Transformation objectives

Army's training system "must build teams who support the joint and integrated force across land, sea, air and cyber; integrating virtual and physical worlds in partnership with industry, joint and multinational partners for training excellence."¹

1. Learning Culture

Training will enable professional mastery through a culture of continuous learning. Our people and teams are always learning, developing, experimenting, innovating and adapting, regardless of where they may be serving. The training system must foster leadership and management behaviours that encourage and support the growth of a continuous learning culture and an adaptive training system.

2. Partnerships

Training will maintain excellence through meaningful partnerships. Our people and teams succeed when they collaborate with others. The training system must adapt to new ideas, expertise and methods through collaboration with joint and multinational partners, industry, academia, research institutions and organisations of interest.

3. Environments

Training will reflect the complex operating environment. Our people and teams operate in contested, congested, connected and ambiguous environments that demand physical, moral and intellectual standards of the highest order. The training system must feature integrated live-synthetic, cross-domain, urban and littoral training against a future thinking and highly capable adversary.

4. Learning Design

Training will embrace innovation in learning and education. Our people and teams create an intellectual edge through critical and creative thinking and problem solving. The training system must be engaging, repeatable and measurable utilising technology, simulation, on-demand content, data analytics and feedback to enhance learning and workforce performance.

5. Management

Training will assure commanders of competence and readiness. Our people and teams require diverse tactical and technical expertise and constant upskilling to be ready for new missions and environments. The training system must be able to experiment, test, learn and adapt to new concepts, equipment and requirements and provide real time workforce data to inform resource allocations and risk management.

¹ *Army in Motion – Army's Contribution to Defence Strategy*, 29 July 2019, p.41

6. Governance

Training will have governance applied through a philosophy of mission command. Our people and teams analyse problems, appreciate intent and apply guiding principles to achieve mission success. The training system must be simple, safe and empower leaders to focus on values, culture, behaviour and job performance.

7. Organisation

Training will be scalable and delivered at the point of need. Our people and teams are dedicated, skilled professionals who generate land capability for the joint force. The training system must maximise access to learning, build experience, strengthen integration and foster time with teams.

8. Infrastructure

Training will be supported by infrastructure capable of hosting new technologies. Our people and teams live, work, learn and operate in diverse locations across Australia and around the world. The training system must seamlessly utilise fixed and deployable assets across home locations, training establishments, exercise locations and operational zones.

Army training transformation



Stage 1

- ▶ Program initiation
- ▶ Planning for transformation
- ▶ Building the program workforce
- ▶ Engaging industry
- ▶ Army Training System establishment review
- ▶ Initial iterations of training system improvements
- ▶ Setting conditions for change

Stage 2

- ▶ Introduction into service of other transformational land capabilities
- ▶ Development, execution and assessment of transformation activities in iterations
- ▶ Monitoring of actual training to inform further iterations and the desired steady state for stage 3
- ▶ Achievement of Transformation objectives

Stage 3

- ▶ The future ready training system is established
- ▶ Transition to business as usual (BAU) is now the future ready training system which will evolve under the Training System Capability Program
- ▶ Training Transformation Program closure

Program approach

Tabulated below are the characteristics that define the nature of this transformation program and the subsequent management approach and methodology that will be adopted.

Characteristic	Approach	Methodology
Transformation will deliver a step function increase in training system performance and develop capabilities that did not exist in the organisation or across the organisation	Agile program management	<ul style="list-style-type: none"> ▶ Break larger ventures down into smaller more manageable projects or activities ▶ Short iterations with more frequent achievement of results ▶ Stakeholder engagement and partnerships taking priority over management processes and tools ▶ Final product is used to measure success, not comprehensive documentation ▶ Continuous review and willingness to adopt change management methodology
Organisations within the training system are spread nationally and are at differing levels of transformation capacity and progress	Centrally directed resource management	<ul style="list-style-type: none"> ▶ A cross functional business model where individuals have multiple reporting lines ▶ Regional program representatives directly report to their training centre Commandant (solid reporting line) to achieve local intent and priorities ▶ The regional program representatives also report to the Program Manager (PM) (dotted reporting line) for program management purposes ▶ A nucleus Program Management Office (PMO) will be comprised of the PM and personnel whose expertise and time can be “pulled” (when requested by the training centre) or “pushed” (as determined by Forces Command) ▶ The composition of the PMO will be based on periodic surveys of the training centres’ needs and HQ Forces Command assessment of requirements

Characteristic	Approach	Methodology
<p>Contracted training institutions, technology companies and professional services providers are critical to training delivery and transformation</p>	<p>Industry partnerships</p>	<ul style="list-style-type: none"> ▶ Move rapidly to establish an industry training transformation consortium ▶ Conduct an industry consultation session early ▶ Leverage existing strengths – the trusted and performing providers ▶ Go to market to fill any gaps if required, especially for centres without an industry partner ▶ Enter into long-term performance-based agreements that provide industry with confidence to invest in better supporting Army training