



Acquisition, Technology and Logistics

OSD Policy Session for 2015 NMFWA Annual Training

Dr. Rich Fischer
ERDC

On behalf of DoD's Natural Resources Program

March 10, 2015



Dod Learnership 2015

Richard Harding Davis



Dod Learnership 2015:

Department of Defense Training for Operations with Interagency, Multinational, and Coalition Partners Michael Spirtas, 2008 The nature of recent challenges and the types of missions the U S Department of Defense DoD has undertaken highlight the need for DoD to consider ways to help the military prepare to work with other government agencies international organizations private and nongovernmental organizations and foreign militaries These challenges require DoD to combine military and nonmilitary means such as intelligence diplomacy and developmental assistance to advance U S national security interests Moreover exhibiting cultural awareness and sensitivity vis a vis non DoD partners is paramount to successful operational planning and execution To build or bolster local governance to foster economic growth and to respond to natural disasters the United States must also use different types of tools military and otherwise simultaneously It is no small task to synchronize these different tools so that they work in tandem or at least minimize conflict between them This report provides suggestions for how the U S military can help prepare its personnel to work successfully with interagency multinational and coalition partners The authors found that almost all of the requirements for integrated operations training can be found in existing joint and service task lists Current training programs aimed at headquarters staffs need to be revamped to focus on high priority tasks that are amenable to training *Best practices DOD training can do more to help weapon system programs implement best practices : report to the chairman and ranking minority member, Subcommittee on Readiness and Management Support, Committee on Armed Services, U.S. Senate , Best Practices* United States. General Accounting Office, 1999 *Department of Defense Training for Operations with Interagency, Multinational, and Coalition Partners* , 2008 This book provides suggestions for how the U S military can help prepare its personnel to work successfully with interagency IA multinational and coalition partners The nature of recent challenges and the types of missions the U S Department of Defense DoD has undertaken highlight the need for DoD to consider ways to help the military prepare to work with other government agencies international organizations private and nongovernmental organizations and foreign militaries These challenges require DoD to combine military and nonmilitary means such as intelligence diplomacy and humanitarian assistance to advance U S national security interests Moreover exhibiting cultural awareness and sensitivity vis a vis non DoD partners is paramount to successful operational planning and execution **DoD Training** Richard Harding Davis, 2008 **Military transformation progress and challenges for DOD's Advanced Distributed Learning programs.** , *Military Transformation: Progress and Challenges for DOD's Advanced Distributed Learning Programs* , 2003 The Department of Defense DOD spends more than 17 billion annually for military schools that offer nearly 30 000 military training courses to almost 3 million military personnel and DOD civilians much of it to maintain readiness To better meet the diverse defense challenges of the future DOD is transforming its forces including its training for a post Cold War environment that favors more rapid deployment and responsiveness DOD s Training Transformation Strategy emphasizes the use of

advanced distributed learning ADL programs such as Internet based training as critical to achieving the department's training and overarching transformation goals and to deliver the highest quality training cost effectively anytime anywhere whether active duty reserve or civilian personnel ADL is instruction that does not require an instructor's presence can use more than one media and emphasizes the use of reusable content networks and learning management systems The authors initiated this review of DOD's ADL programs pursuant to their basic legislative responsibilities because of the importance DOD has placed on them as a key to achieving the department's transformation efforts Specifically they addressed the following questions 1 What are DOD's expectations for the programs 2 How is DOD managing ADL and what progress is being made in implementing the programs and 3 What major challenges are affecting the programs implementation The authors did not assess the effectiveness of the programs at this time because most are in the early stages of implementation thus their objective was to provide a baseline document concerning the focus status and magnitude of DOD's ADL programs In late August and early September 2002 GAO briefed Congress on the results of their work This report summarizes and updates the major observations provided at those briefings Army Navy and Marine Corps Air Force and Joint Staff ADL plans are included

Military Education U.s. Government Accountability Office, 2017-08-04 The Department of Defense DOD which includes the military services selects mid to upper career level military officers to participate in fellowship and training with industry programs conducted at non DOD organizations such as universities think tanks private corporations federal agencies and Congress For some fellowships the military departments pay a fee or tuition to the host organization GAO was directed to review DOD's use of these programs GAO's objectives were to determine 1 the statutory provisions that authorize DOD's fellowship and training with industry programs for military officers 2 the extent of the Office of the Secretary of Defense's OSD visibility over these programs and 3 the extent to which the services are able to determine that they derive benefits from these programs GAO analyzed relevant laws and DOD policies collected data and interviewed OSD and military service officials on their oversight and management roles and responsibilities for these programs

Civilian Education and Training in the Department of Defense. How Can We Gauge Its Value, 2001 The Department of Defense DoD prides itself on providing world class training and continuing education to its military employees and would like to expand that reputation to its civilian employees But just what does world class mean in the civilian context and how can the DoD best measure the quality of its efforts A recently released RAND study Ensuring the Quality and Productivity of Education and Professional Development Activities A Review of Approaches and Lessons for DoD points out that the DoD's education and training efforts are highly decentralized and suggests that defense policymakers can gauge the caliber of those efforts by choosing one of four assessment approaches

Dod Training U S Government Accountability Office (G,U. S. Government Accountability Office (, 2013-07 GAO reviewed the Department of Defense's DOD efforts to reduce its formal training infrastructure focusing on 1 the size of the active forces formal training infrastructure and 2 planned completed or ongoing

plans to reduce this infrastructure GAO found that 1 the formal military training and education cost per student increased about 4 200 between fiscal years FY 1987 and 1995 2 despite a decrease in the training workload training costs have increased about 745 million more than normal inflation between FY 1987 and 1995 3 DOD officials reported that the main reason for the increase is the use of private sector and civilian instructors 4 planned or ongoing actions to reduce training infrastructure include reducing the number of locations at which a service teaches a particular course increasing interservice training for similar curricula increasing the number of private sector instructors courses and training facilities and closing or realigning bases that provide formal training 5 DOD lacks an overall plan to guide and measure training infrastructure reduction 6 the number of locations that provide training decreased from 265 to 172 between FY 1987 and 1995 7 DOD estimated that increases in interservice training have resulted in about 300 million in savings and that future course consolidations and collocations would result in one time savings of about 4 4 million and annual recurring savings of about 7 28 million and 8 despite expected base closures and mission realignments DOD expects that excess training infrastructure will continue to exist

Department of Defense Implementation Plan for Advanced Distributed Learning, 2000
Vision The Advanced Distributed Learning ADL Initiative is providing a federal framework for using distributed learning to provide high quality education and training that can be tailored to individual needs and delivered cost effectively anytime and anywhere The Department of Defense DoD has developed its ADL Strategic Plan that describes how it expects to use information computing and communications and technologies to modernize military education training and performance support Importantly the ADL Initiative s underpinnings and applications are germane not only to the Department of Defense but to other government organizations academia and the private sector as well The ADL Initiative therefore is a cooperative effort between the public and private sectors to develop and share common standards reusable learning tools and content The department s education and training programs must prepare the total force to meet national security challenges and opportunities Training technologies those available today as well as those on the horizon provide an opportunity to help us achieve that goal We must be able to train our forces effectively and rapidly whether they are at home stations en route or in the theater of operations The tools under development through the ADL Initiative will add another level of learning capability and the opportunity to strengthen our already impressive inventory of learning technologies techniques and procedures The ADL Initiative under which this Department of Defense Implementation Plan for Advanced Distributed Learning has been developed is a complex and dynamic undertaking It is designed to meet the goals of the department the Congress and the Office of Science and Technology Policy OSTP as well as the requirements of the warfighter and the DoD learner This Implementation Plan is a living roadmap that will change over time

DOD Pam United States. Office of Armed Forces Information and Education, 1956 **DOD Training** United States. GAO General Accounting Office, 1996 Military Education Brenda S. Farrell, 2012 The Department of Defense DOD which includes the military services selects mid to upper

career level military officers to participate in fellowship and training with industry programs conducted at non DOD organizations such as universities think tanks private corporations federal agencies and Congress For some fellowships the military departments pay a fee or tuition to the host organization GAO was directed to review DOD s use of these programs GAO s objectives were to determine 1 the statutory provisions that authorize DOD s fellowship and training with industry programs for military officers 2 the extent of the Office of the Secretary of Defense s OSD visibility over these programs and 3 the extent to which the services are able to determine that they derive benefits from these programs GAO analyzed relevant laws and DOD policies collected data and interviewed OSD and military service officials on their oversight and management roles and responsibilities for these programs GAO is making 11 recommendations to DOD for improving oversight and management of DOD s fellowship and training with industry programs for example submitting DOD required annual reports and performing service required program reviews that would enhance OSD s visibility over the programs and better position DOD to determine the extent to which it derives benefits from them In response to a draft of this report DOD concurred with the 11 recommendations and stated its action plan to implement the recommendations Appended are 1 Scope and Methodology 2 Life cycle Phases of a Fellowship Program 3 Military Service Guidance on Fellowship and Training with Industry Programs 4 Ethics Guidance Provided to Fellows 5 Comments from the Department of Defense and 6 GAO Contact and Staff Acknowledgments Contains 5 tables 2 figures and 69 footnotes Military Transformation United States Government Accountability Office,2018-02-05 Military Transformation Progress and Challenges for DOD s Advanced Distributed Learning Programs **Distance Learning** United States. General Accounting Office. National Security and International Affairs Division,1997 *DoD Civilian Training: Source, Content, Frequency and Cost* ,1994 This report documents the scope and resource investment in training Department of Defense civilians from fiscal years FY 1990 1992 Major FY90 92 trends include percent of civilian workforce trained fell slightly from 50 to 49 percent average hours of training received per trainee was 55 in FY92 compared with 59 hours in FY90 The DOD portion of this training was conducted through over 2 200 courses offered by 120 different training institutions The study also presents case studies of DOD schools conducting professional development short courses for military and civilian members of DOD Fee for service training is underway at one Army school while DOD s acquisition and comptroller communities are transitioning to standardized training offered by a consortium of DOD schools Military Education United States. Government Accountability Office,2012 The Department of Defense DOD which includes the military services selects mid to upper career level military officers to participate in fellowship and training with industry programs conducted at non DOD organizations such as universities think tanks private corporations federal agencies and Congress For some fellowships the military departments pay a fee or tuition to the host organization GAO was directed to review DOD s use of these programs GAO s objectives were to determine 1 the statutory provisions that authorize DOD s fellowship and training with industry programs

for military officers 2 the extent of the Office of the Secretary of Defense s OSD visibility over these programs and 3 the extent to which the services are able to determine that they derive benefits from these programs GAO analyzed relevant laws and DOD policies collected data and interviewed OSD and military service officials on their oversight and management roles and responsibilities for these programs *DoD Computer-based Training Case Study* Kathryn K. Fisher,1997 *Contested Information Environment* United States. Government Accountability Office,2023 According to DOD our competitors and adversaries are taking advantage of vulnerabilities in the information environment to advance their national objectives and offset the U S s position as the preeminent warfighting force DOD s military operations in the information environment play a pivotal role in engaging our adversaries In this report GAO 1 describes DOD guidance that supports the department s education and training efforts to prepare leaders to make decisions in a contested information environment and 2 assesses the extent to which DOD provides education and training designed to prepare leaders to make such decisions GAO recommends that DOD 1 develop guidance about what content to incorporate in its education and training related to decision making in a contested information environment and 2 assess the resources necessary to meet related education and training needs

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