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

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Beyond competency based training

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

- 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.
Current status of Adult training

• 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 development is taking place in alternate delivery methods
Objectives

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

- 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*
Constraints

• 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 increases.
• 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
Solution: If not Competency based then what?

- 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
Characteristics of the Organic Model

- 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
Roles and Responsibilities in the Organic learning models

• 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

- Gain fundamental acquisition knowledge and skills
- Find acquisition resources to help you on the job
- Receive assistance tailored to your organization’s specific needs
Role of Technology

• 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
Role of Mentoring

• 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.
Effects on Performance

• 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 ??