
Australian Army- The Army Learning Environment and Knowledge Management

Brief to US Army Operational Knowledge
Management Conference



Scope

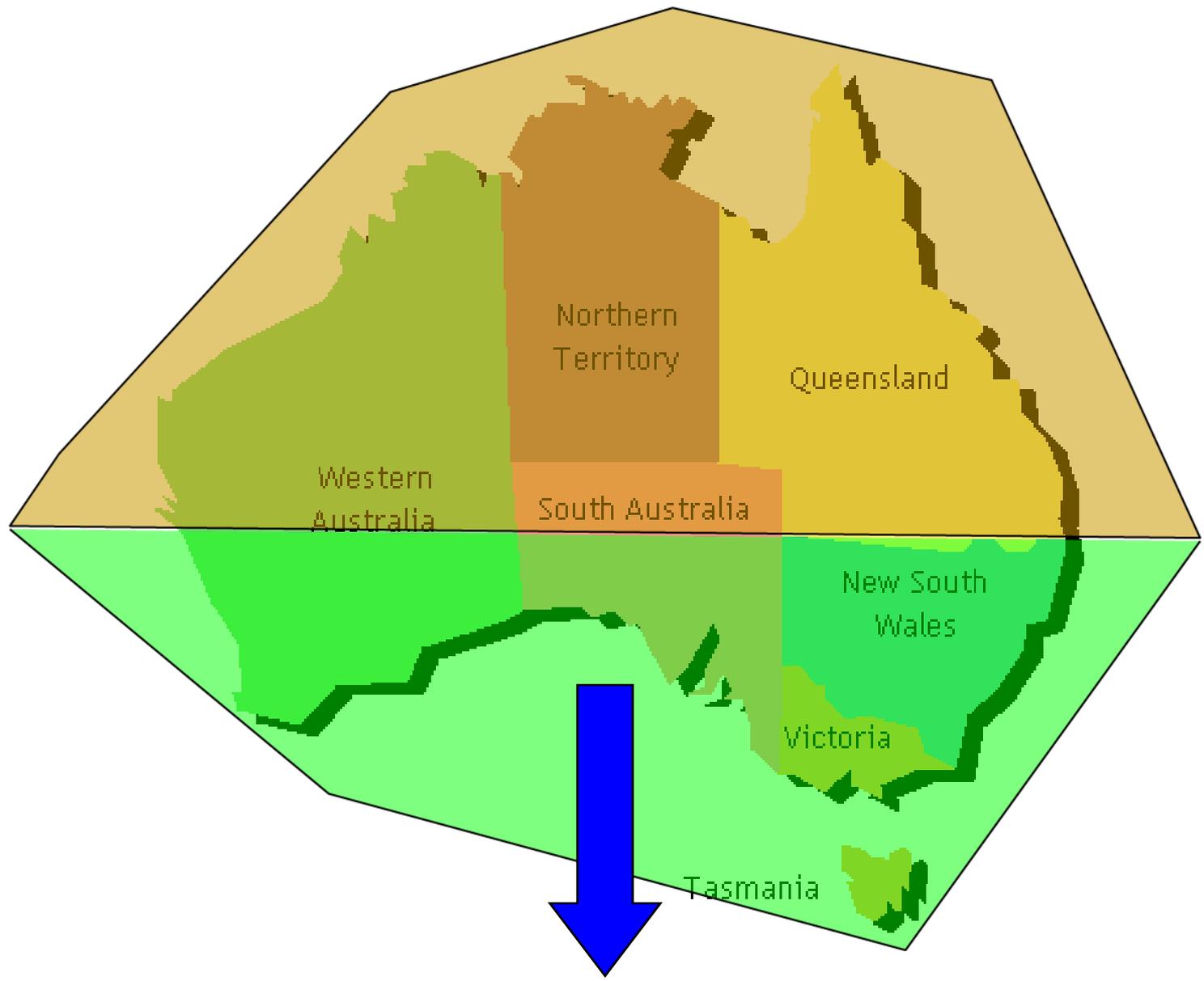
- Disclaimer and Other Stuff
 - Chatham House Rule
 - Aboriginal Story Telling
- Background
 - Land Warfare Development Centre (LWDC)
 - Army Learning Environment (ALE)
 - Functions
- Lines of Development
 - Structure
 - Governance & Process
 - Technology
- Challenges



Disclaimer and Other Stuff

- Chatham House Rule
- Aboriginal Story Telling
 - Is a theme not a book
 - Based on conversations with Dave Snowden
 - Aboriginals lived in a harsh environment
 - Stories told to spread critical knowledge
 - History kept using story telling and rock paintings
 - People and Process was and is the key





Background

Doctrine and Capability Development Centre – The concept focussed on

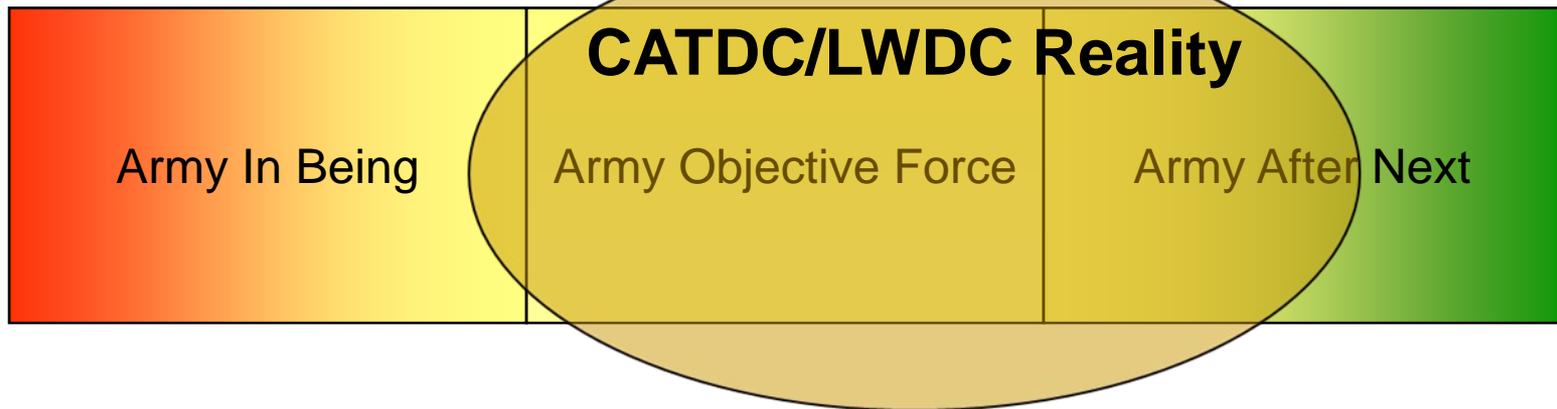
- The production of Doctrine to support AIB and AOF
- Monitoring capability in the AIB to inform improvements to the AIB and the AOF
- Development of capability options
- Technical analysis of capability options
- Field trials of capability options, concepts, organisations and indicative new technologies
- Evaluation and training of the current capability through field exercises, CPX, and wargames.



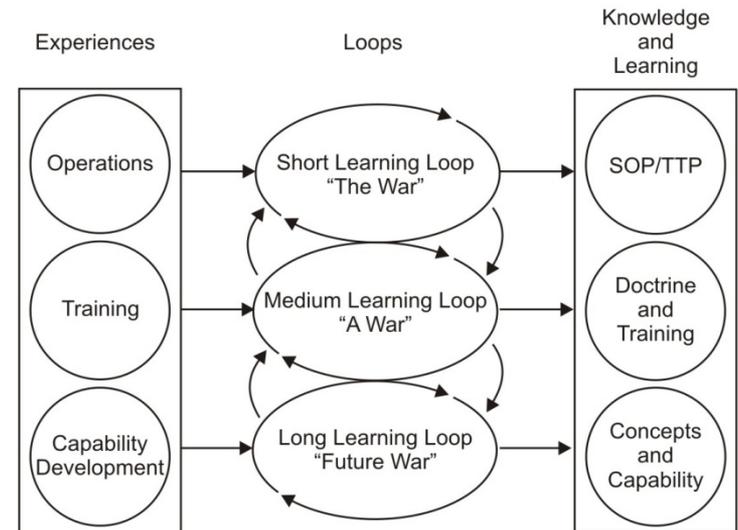
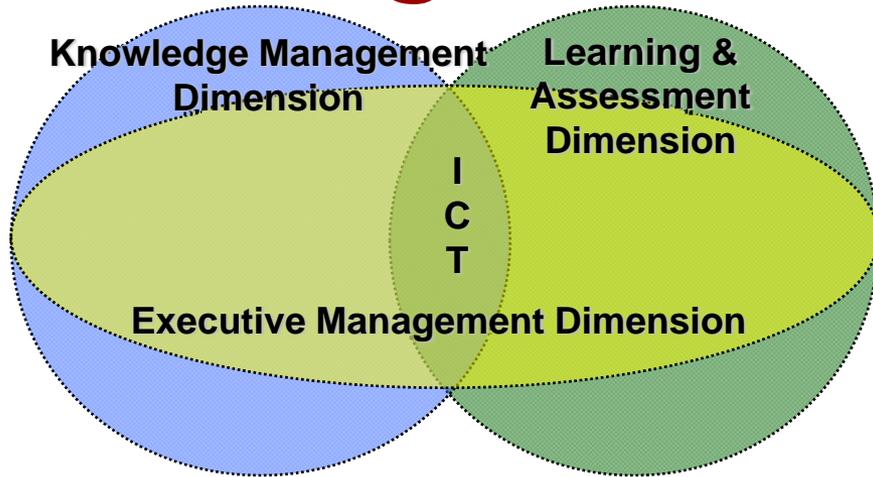
Background

CATDC/LWDC – Essentially focussed on

- The production of Doctrine to support AIB and AOF
- Monitoring capability in the AIB to inform improvements to the AIB and the AOF
- Development of capability options
- Technical analysis of capability options
- ~~Field trials of capability options, concepts, organisations and indicative new technologies~~
- ~~Evaluation and training of the current capability through field exercises, CPX, and wargames.~~
- CATDC assumed responsibility for RTA which migrated to AEF
- Capability Training function and a large part of support to the short and medium learning loops transferred to LCOMD with establishment of CTC and movement of CTC BC



Background



" There are, arguably, too many headquarters, which slows down decision cycles, constricts information in a networked force, and constrains the sharing of lessons learned.'

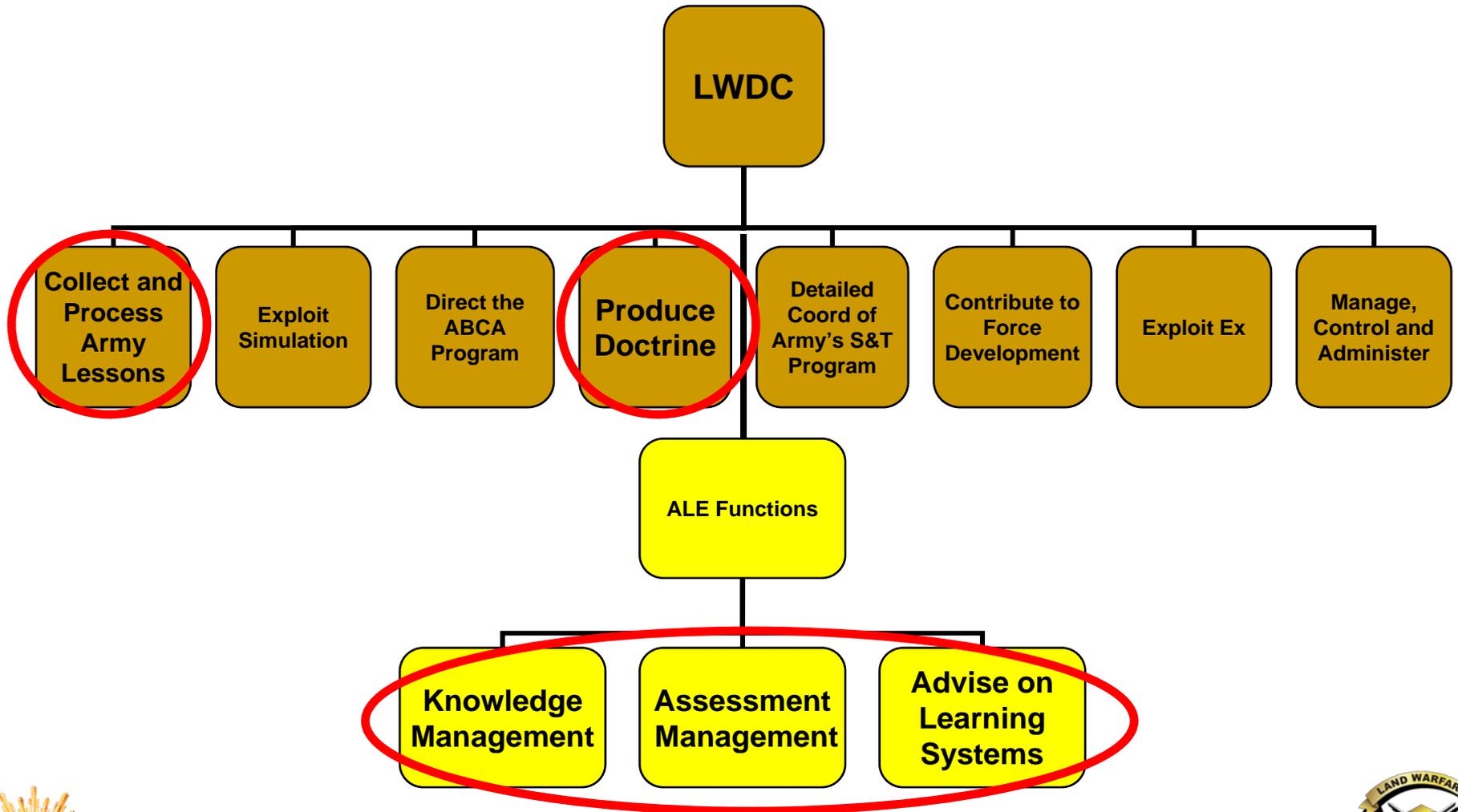
Lieutenant General K.J. Gillespie Order of the Day 8 July 08

" A key element of this improvement is the ability to rapidly integrate lessons into doctrine and training "

Lieutenant General P. Leahy CA Directive 06/06



Current Functions



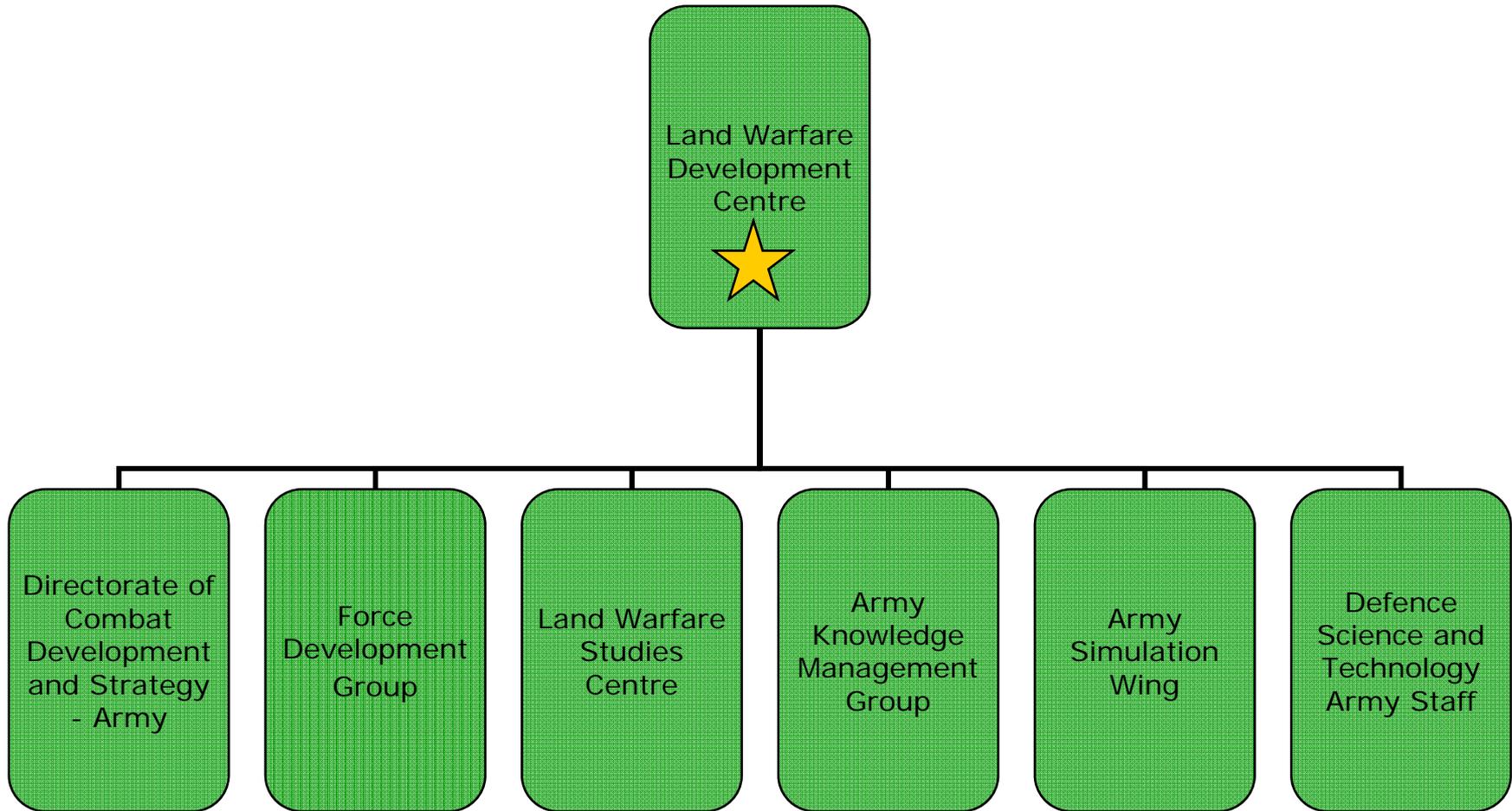
Lines of Development

■ Structure

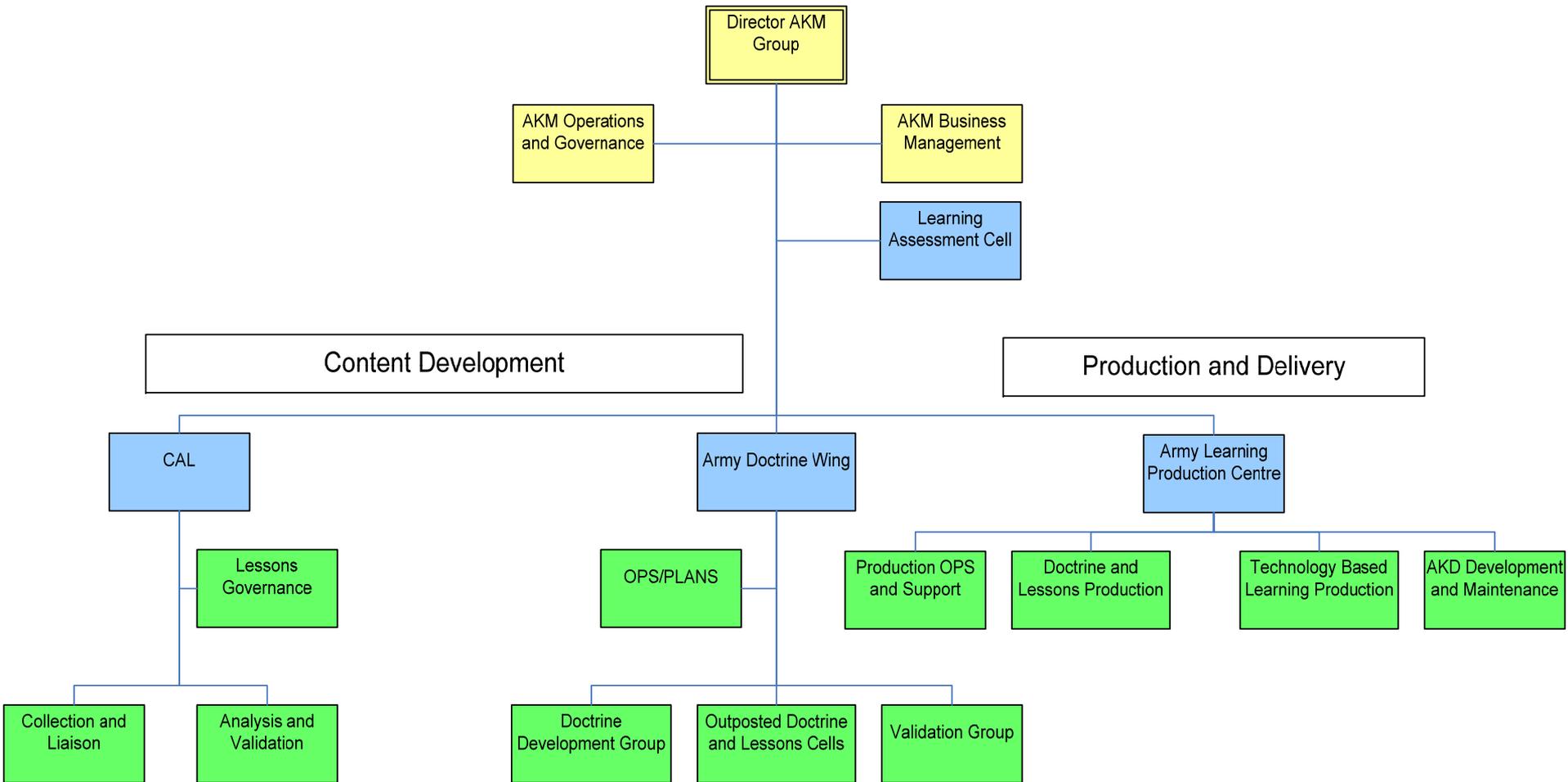
- Consolidation of like functions and units
- Unit Establishment Review
- Manning the new unit establishment
- Managing change across FIC (DOTMLPF)



LWDC Structure



Army Knowledge Management Group



AKM GP Role

The role of AKM Group is to facilitate Army learning through the management of Army Assessment and the integration and delivery of lessons, doctrine and technology based learning products through an Army Knowledge Domain.



AKM GP Mission

AKM Gp is to manage Army's knowledge in order to support learning in the operations, training and capability development domains.



Lines of Development

■ Structure

- ❑ Consolidation of like functions and units
- ❑ Unit Establishment Review
- ❑ Manning the new unit establishment
- ❑ Managing change across FIC (DOTMLPF)

■ Governance and Process

- ❑ Lessons network
- ❑ Army Assessment Management
- ❑ ALSG in Oct 08
- ❑ Lessons and KM Policy

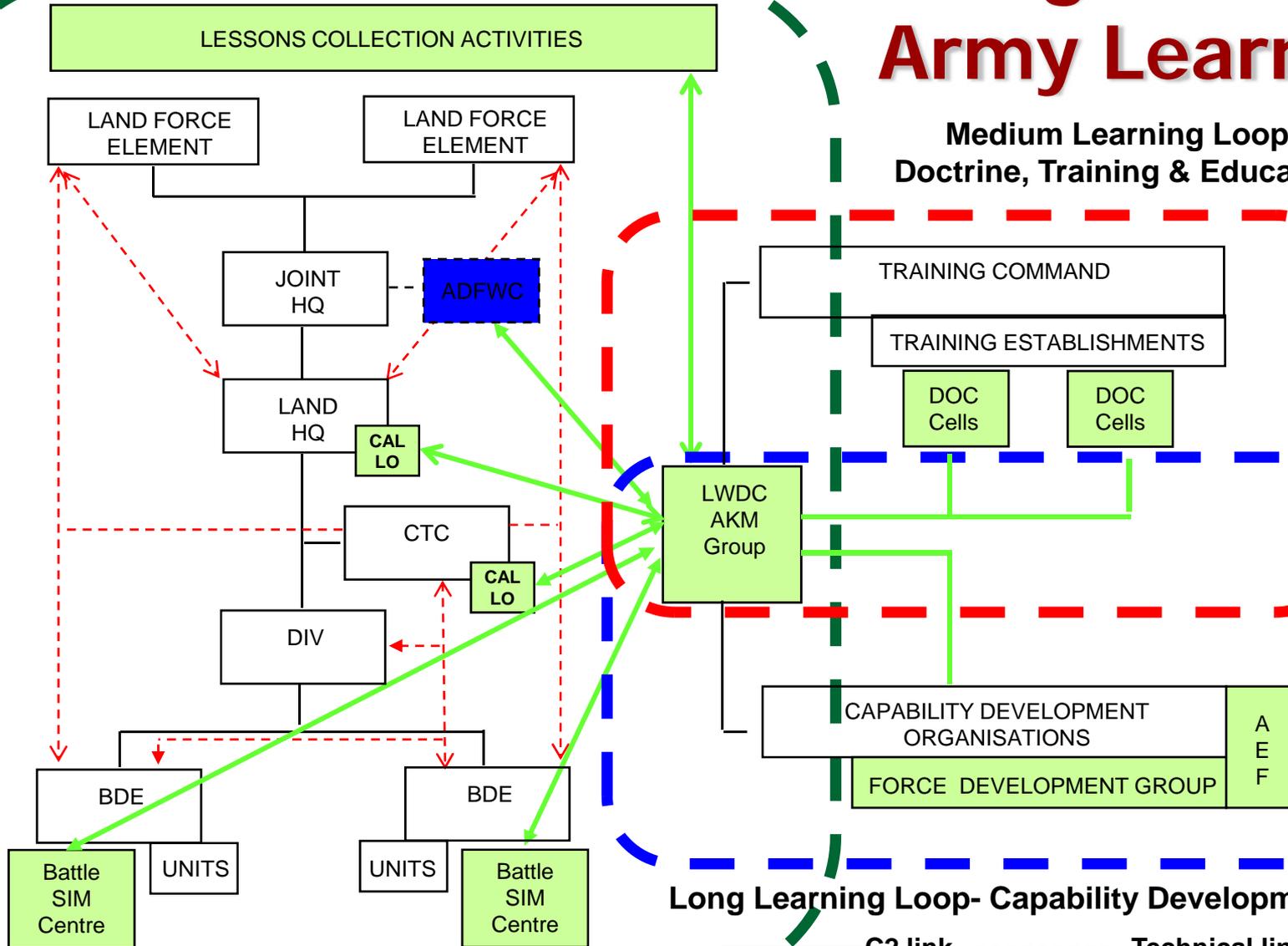


Short Learning Loop - Operations

Integrated Army Learning

Medium Learning Loop- Doctrine, Training & Education

Long Learning Loop- Capability Development



— C2 link - - - - - Technical link
 — Lessons - Doc - Trg Link



Assessment Management Process

- LWDC lead
- Identifying gaps in individual and collective training
- Identifying systemic issues
- Providing recommendations to the senior learning authority



Army Learning Steering Group

■ Function

- ❑ The ALSG is to co-ordinate current and future learning development to ensure a unified approach to Army learning.
- ❑ Integration of knowledge content
- ❑ Development of learning products.
- ❑ Endorses learning policy and monitors implementation
- ❑ Drives development of simulation as a key learning tool

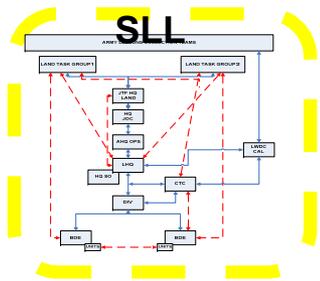
■ Supporting Working Groups

■ Underlying lessons theme

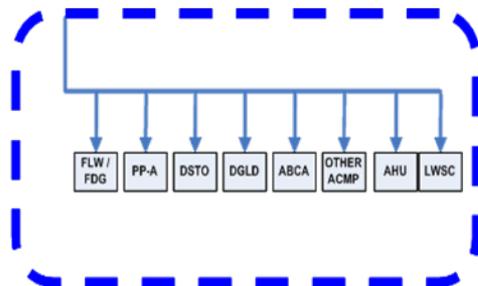
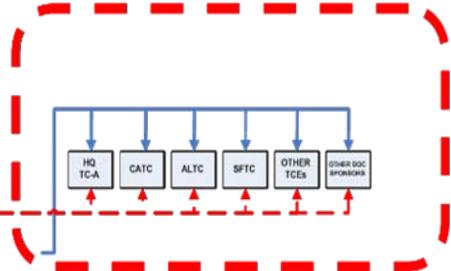
- ❑ CAL representation in Working Groups
- ❑ CAL presentation at the ALSG
- ❑ Implementation of key lessons



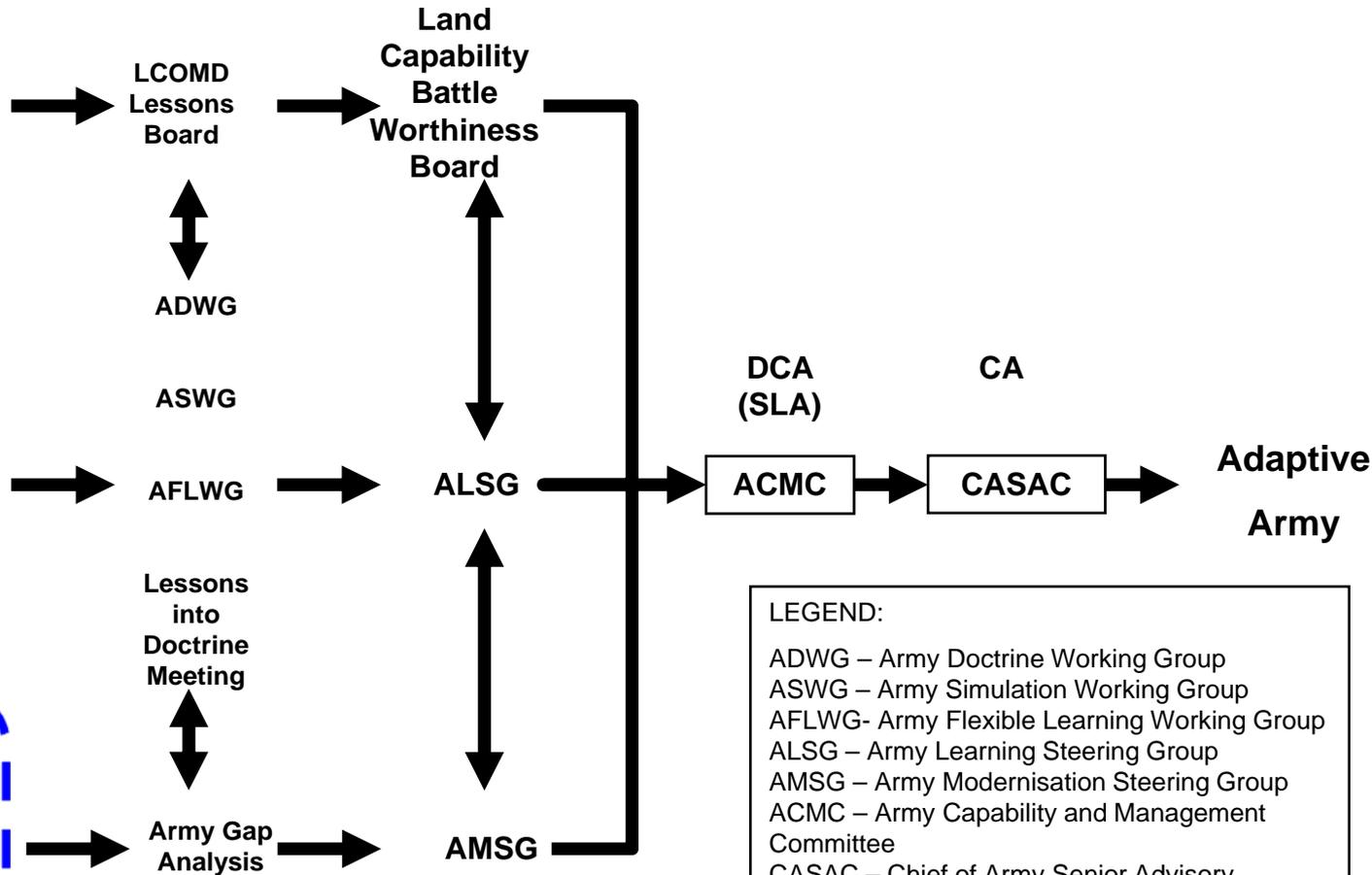
Lessons process links to committees



MLL - DOCTRINE, TTPs, TRAINING & EDUCATION



LLL - CAPABILITY OPTIONS



LEGEND:
 ADWG – Army Doctrine Working Group
 ASWG – Army Simulation Working Group
 AFLWG- Army Flexible Learning Working Group
 ALMSG – Army Learning Steering Group
 AMSG – Army Modernisation Steering Group
 ACMC – Army Capability and Management Committee
 CASAC – Chief of Army Senior Advisory Committee
 SLA – Single Learning Authority



Lines of Development

- Structure
 - Consolidation of like functions and units
 - Unit Establishment Review
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 - Managing change across FIC (DOTMLPF)
- Governance and Process
 - Lessons network
 - Army Assessment Management
 - ALSG in Oct 08
 - Lessons and KM Policy
- Technology
 - Legacy systems integrated into the Army Knowledge Domain
 - Enhanced content packaging and delivery



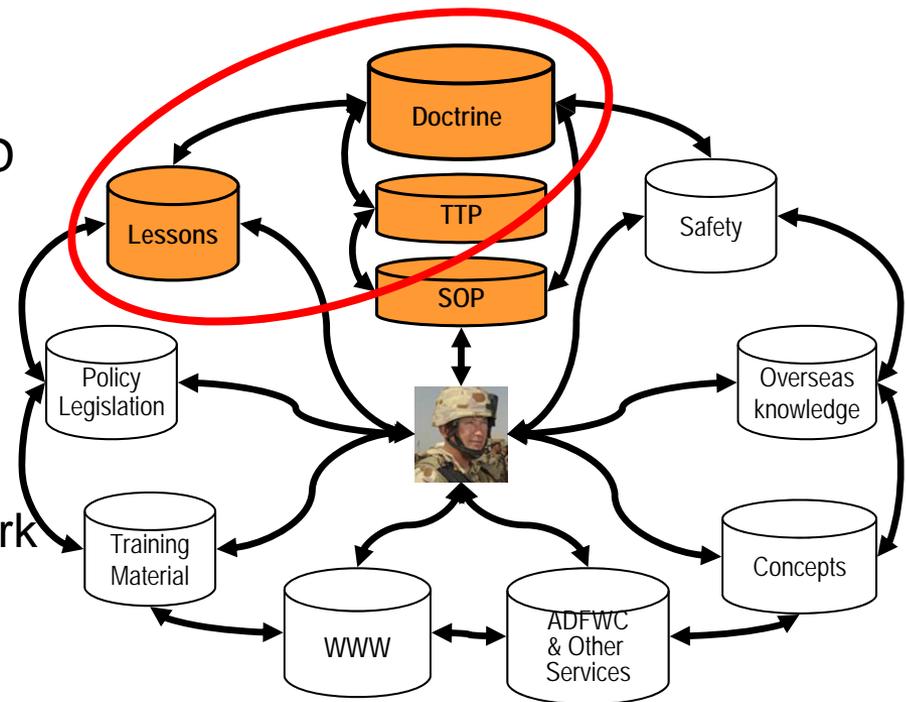
Army Knowledge Domain

AKD Project Aim

- Prove the AKD concept through the development and trial of a prototype (Jul 06- Nov 07)
- Full implementation through a MINCS(L) leading to a mature AKD by 2012

Development Focus

- Knowledge Management framework
- Portal prototype development
- Doctrine production and delivery modernisation
- Lessons integration into doctrine



Challenges

- Understanding
 - Perception management
 - A true and common understanding of the three learning loops
 - What does KM mean?
- Culture
 - Highly mobile workforce challenges knowledge retention
 - Engendering a true learning culture (Ownership at all levels)
 - Actioning lessons (Analysis and use) must become second nature
 - Learn Before, Learn During, Learn After
- Institutionalise the use of knowledge
 - Availability of knowledge
 - Procedures taking knowledge into account
 - Must go beyond operational and training lessons



Questions

