

# DAU Learning Organizations

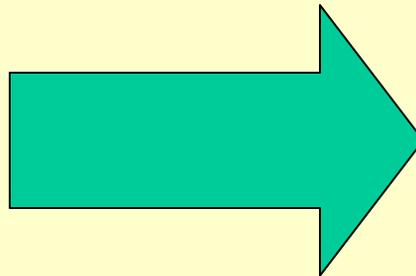
- **Electronic Systems Command, Hanscom AFB**
- **Huntsville**
  - **Missile Defense Agency**
  - **Space and Missile Defense Command**
  - **Army Aviation and Missile Command**
  - **PEO Army Aviation**
  - **PEO Missiles and Space**  
(Air and Missile Defense merged w/PEO Tactical Missiles)
  - **Army Acquisition Corps**
- **Air Armaments Center, Eglin AFB**
- **Space Command, El Segundo, CA**



*Rich Stillman*  
*11 May2005*

# Why are we here today?

- Defense Acquisition University
- Business Managers' Conference
- To Share Ideas on how to Improve Training Effectiveness
- To Discuss the Opportunity to Establish a Learning Organization



**What is a Learning Organization?**

# A Learning Organization is:

- Any organization “in which you cannot *not* learn because learning is so insinuated into the fabric of life” *(Peter M. Senge, The Fifth Discipline: The Art & Practice of The Learning Organization, 1990)*

**The Bottom Line: any organization that has a culture and structure that promotes learning at all levels to enhance its capabilities to produce, adapt and shape the future.**

# **The Learning Organization: Goals**

- **Make Learning Part of the Every Day Office Environment**
- **Increase Options for Learning**
- **Share Information Better**
- **Improve Work Efficiency**

## **What Learning Organizations Help Accomplish**

- **Encourage Continuous Learning**
- **Promote Flexible Access to Learning Assets**
- **Maximize Information Sharing**
- **Work Efficiently Using Interactive Relationships**
- **See the Big Picture**
- **Share a Common Vision**

# Organizational Benefits

- Participate in the leading edge of systematic learning actions (Performance Learning Model)
- Become a best business practice, recognized by senior DoD leadership
- Share lessons learned to enhance productivity.
- Communicate & coordinate ideas throughout our organizations
- Increase teaming and collaboration between organizations

# Individual Benefits

- *An environment in which the individual is exposed to learning in their every day activities*
- Satisfaction of doing a better job at assisting the organization to accomplish its mission.
- Development of knowledge and skills to enhance their current position and possible avenues for advancement within the organization.

**Why are we doing this?**

# Transformation Planning Guidance

## 1) Entrepreneurial Approach

“As we prepare for the future, we must think differently ... We must transform not only the capabilities at our disposal, but also the way we think, the way we train... We must promote an entrepreneurial approach to developing military capabilities, one that encourages people to be proactive, not reactive, and anticipates threats before they emerge.”

## 2) Bottom-Up Innovation

“Senior leadership commitment to transformation will mobilize the rest of the Department and stimulate the bottom-up innovation required for successful transformation.”

## 3) Continual Transformation

“There will be no moment at which the Department is “transformed.” Rather, we are building a culture of continual transformation. The Department of Defense is up to the task.”



## Transformation Planning Guidance

APRIL  
2003



Donald H. Rumsfeld  
Secretary of Defense

# USD(AT&L) Goal 7: Motivated, Agile Workforce



## Motivated, Agile Workforce:

People with the right skills, in the right place, at the right time, with the right resources, doing the right things, at the right pay ... Smartly Supporting the warfighter

# Goal 7: Motivated, Agile Workforce

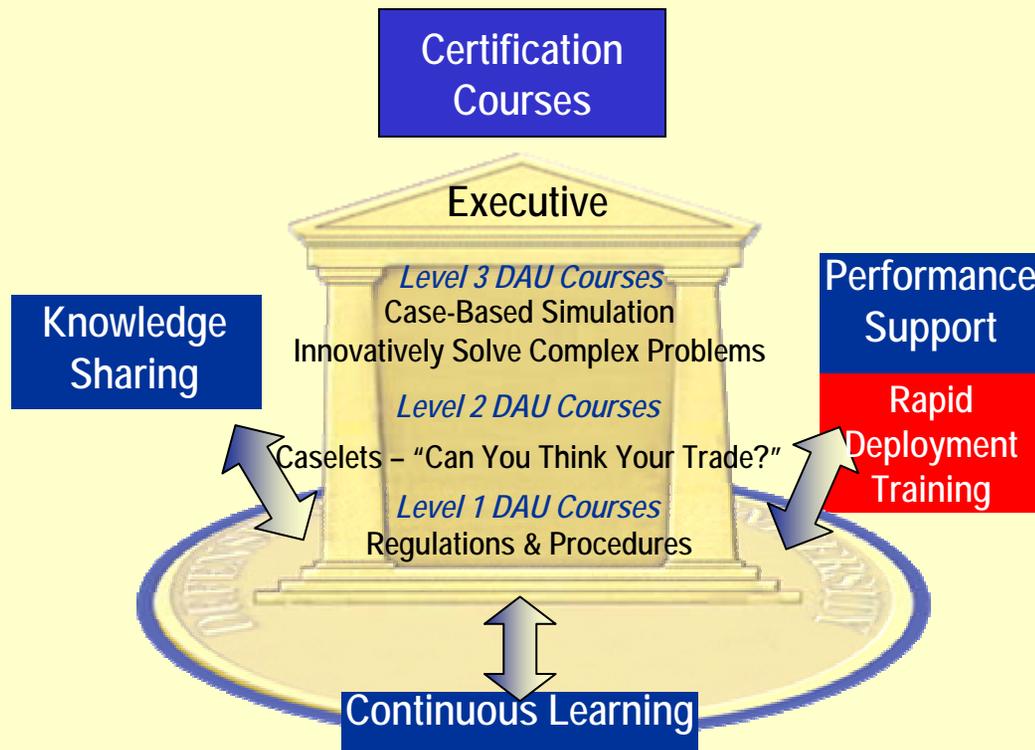
## Objectives

- Acquisition Demonstration/Best Practices – developing, motivating and equitably compensating employees based on performance/contribution to mission and providing maximum flexibility to assign employees consistent with the needs of the organization and individual’s qualifications
- Implement a central referral system – allowing the acquisition workforce to apply for jobs across the Department and creating a single repository for all job announcements
- Streamlining DAWIA initiative – allowing flexibility in managing acquisition careers and positions
- Marketing and targeted recruiting – developing the tools and an implementation plan to increase the pool of qualified candidates for acquisition jobs at both the entry and journeyman level, particularly from outside current government DoD employees
- Rapid Deployment Training (RDT) – to rapidly deliver awareness training on evolving practices and major new policy initiatives to improve mission effectiveness
- Facilitate learning organizations by fully deploying an overarching learning strategy - the AT&L Performance Learning Model (PLM). The PLM is a capabilities-based training approach that promotes career-long learning and provides the workforce more control over their learning solutions through balancing training courses, knowledge sharing, continuous learning, performance support and rapid deployment training**



**What is Our Model  
to do this Transformation?**

# At the Heart of the Transformation



## USD (AT&L) Performance Learning Model (PLM)

- Curriculum modernization
- Continuous learning
- Performance support
- Evolving practices
- Knowledge sharing / Communities of Practice

*An Example  
(Hanscom AFB)*

# Certification Courses

*Area involves: Certification Training and Required Assignment Specific Training*

*Perspective: Top-Down*

*Status at Hanscom: On the Radar Screen; Doing Well*

- **DAU**

- Courses for APDP Certification (C)

- **Hanscom**

- Acquisition Boot Camp (C)
- ESC University Structure (Core Courses) (W)
- Smart Start Course (C)
- Discovery Map Training (C)
- Red Flag - Like Exercises (P)
- Integration Week Offerings (C)



(C): Completed (W): Working (P) In Planning Stage

# Knowledge Sharing

*Area involves: Facilitated Collaboration*

*Perspective: Structure is Top-Down; Content is Bottom-Up*

*Status at Hanscom: Barely on the Radar Screen; Needs Culture Change*

- **DAU**

- AT&L Knowledge Sharing System (AKSS) (C)
- Communities of Practice (CoP) (W)

- **Hanscom**

- Mini-Education With Industry (EWI) (C)
- ESC University Structure (Elective Courses) (P)
- Operational Experience Opportunities (P)
- ESC University Course Catalog (C)

- **Both**

- Establish an ESC E-Learning Center (C)
- Establish an ESC online Program Manager's Toolkit (C)



# Performance Support

*Area involves: Adaptive and Interactive; Inter-Organizational Construct*

*Perspective: Top-Down*

*Status at Hanscom: Not on the Radar Screen; Needs Emphasis*

- **DAU**

- Performance Support Teams/Projects (W)
- Targeted Just-In-Time Seminars (W)

- **Hanscom**

- Just-In-Time Training (C)
- AFMC Education & Training Working Group (C)
- Establish a Leadership Academy (W)

- **Both**

- Strategic Partnering (e.g., DAU and Sun) (C)
- Rapid Deployment Training (C)
- Effective Team Training (P)



# Continuous Learning

*Area involves: 40 Hours per Year of Professional, Technical, and Leadership Training*

*Perspective: Bottom-Up; Individual Selection*

*Status at Hanscom: On the Radar Screen; Needs Encouragement*

- **DAU**

- Continuous Learning Center (E-learning) (C)

- **Hanscom**

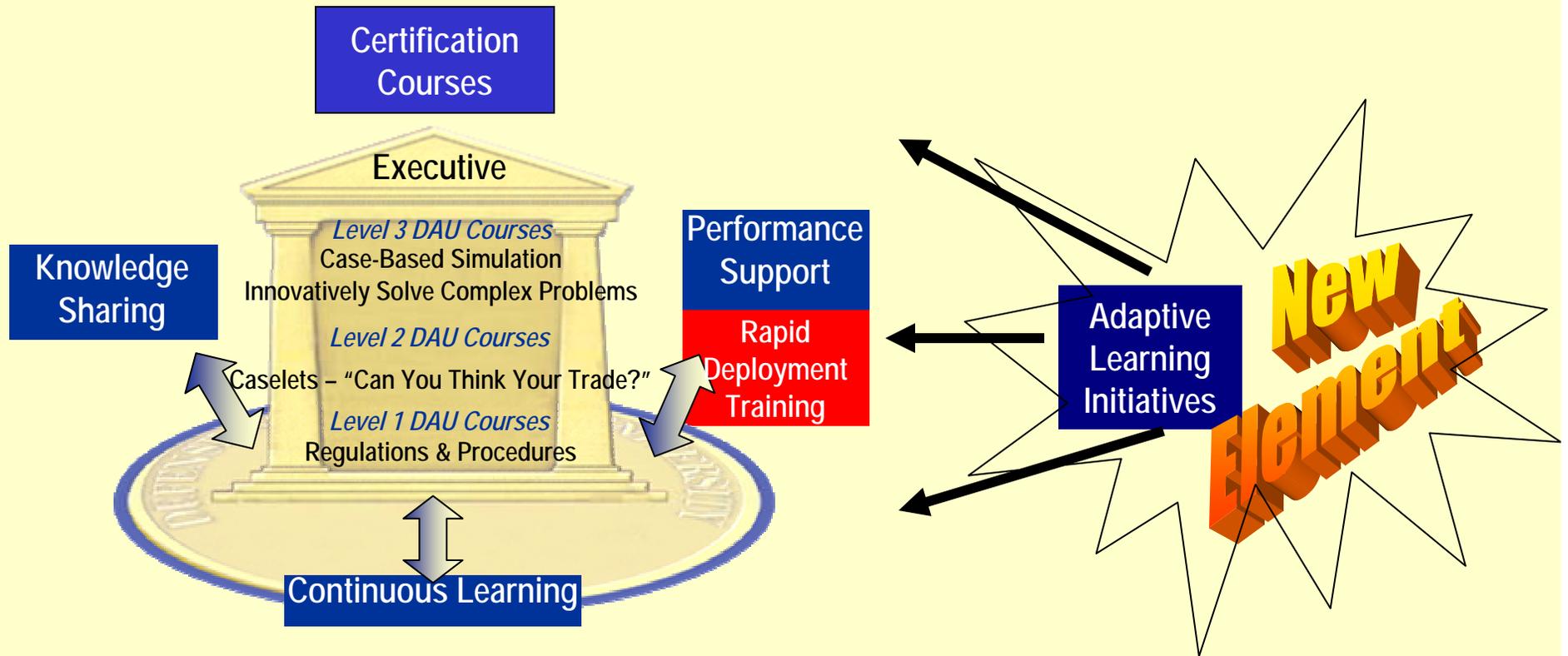
- Integration Week Offerings (C)
- ESC University Web Site (C)
- Incentive Plan (W)
- Education & Training Working Group (C)
- Establish a Job Rotation Program (C)



- **Both**

- Hanscom Training IPT/Board of Education (C)
- Hanscom Acquisition Learning Resource Center (C)

# Our Modification to the PLM



**USD (AT&L) Performance Learning Model (PLM)**

# Adaptive Learning Initiatives

*Area involves: Adaptations, Changes, and Feed-Back Loop*

*Perspective: Top-Down and Bottom-Up*

*Status at Hanscom: Generally on the Radar Screen; Needs An Adaptive Attitude*

- **DAU**

- End-of-Course Surveys (C)
- Customer Interviews (P)
- Functional IPT Reviews and Guidance (C)



- **Hanscom**

- Metrics/Customer Surveys/Course Feed-Back (C)
- Balanced Scorecard (W)
- ESC Training Policy Letters (C)
- Commander's Call on Training Initiatives (P)

- **Both**

- Benchmarking (W)

# **Our Vision**

# USD(ATL)'s Performance Learning Model (PLM) Career-long Learning for the Hanscom Community

## Certification Courses:

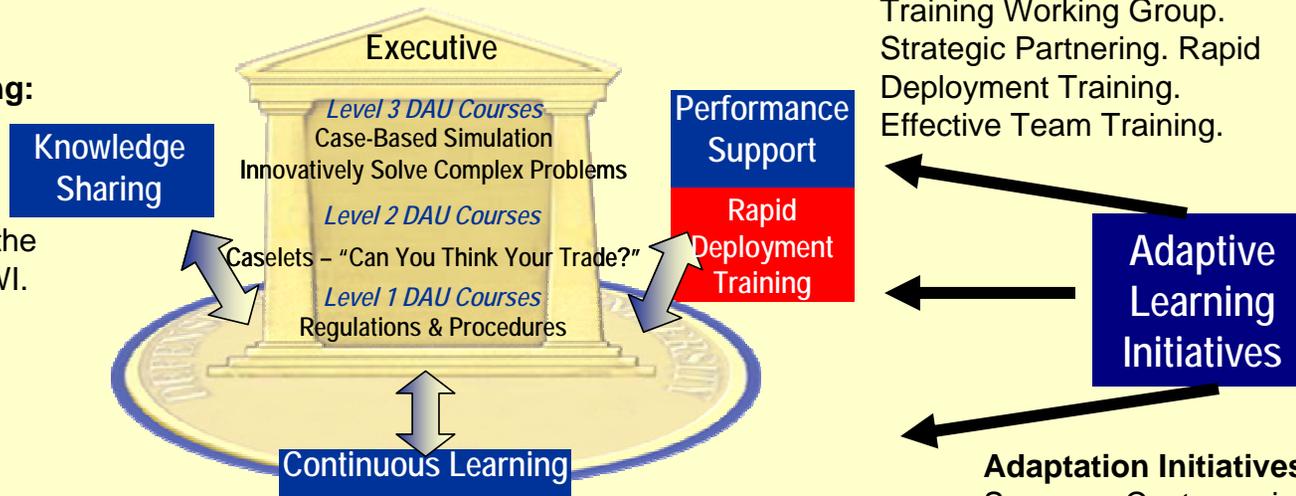
Standard DAU Courses for APDP.  
Tailored DAU courses. Acquisition Boot Camp. ESC University Structure (Core Courses). Smart Start Course. Discovery Map Training. Red Flag Exercises.

## Performance Support:

Targeted Just-in-Time Seminars. Traditional Performance Support Teams. Just-In-Time Training. AFMC Ed & Training Working Group. Strategic Partnering. Rapid Deployment Training. Effective Team Training.

## Knowledge Sharing:

AT&L Knowledge Sharing system. Communities of Practice, including the ACC CoP. Mini-EWI. ESC University Structure (Elective Courses). Ops Experience Opportunities. ESC Univ. Course Catalog. Acquisition Learning Center.



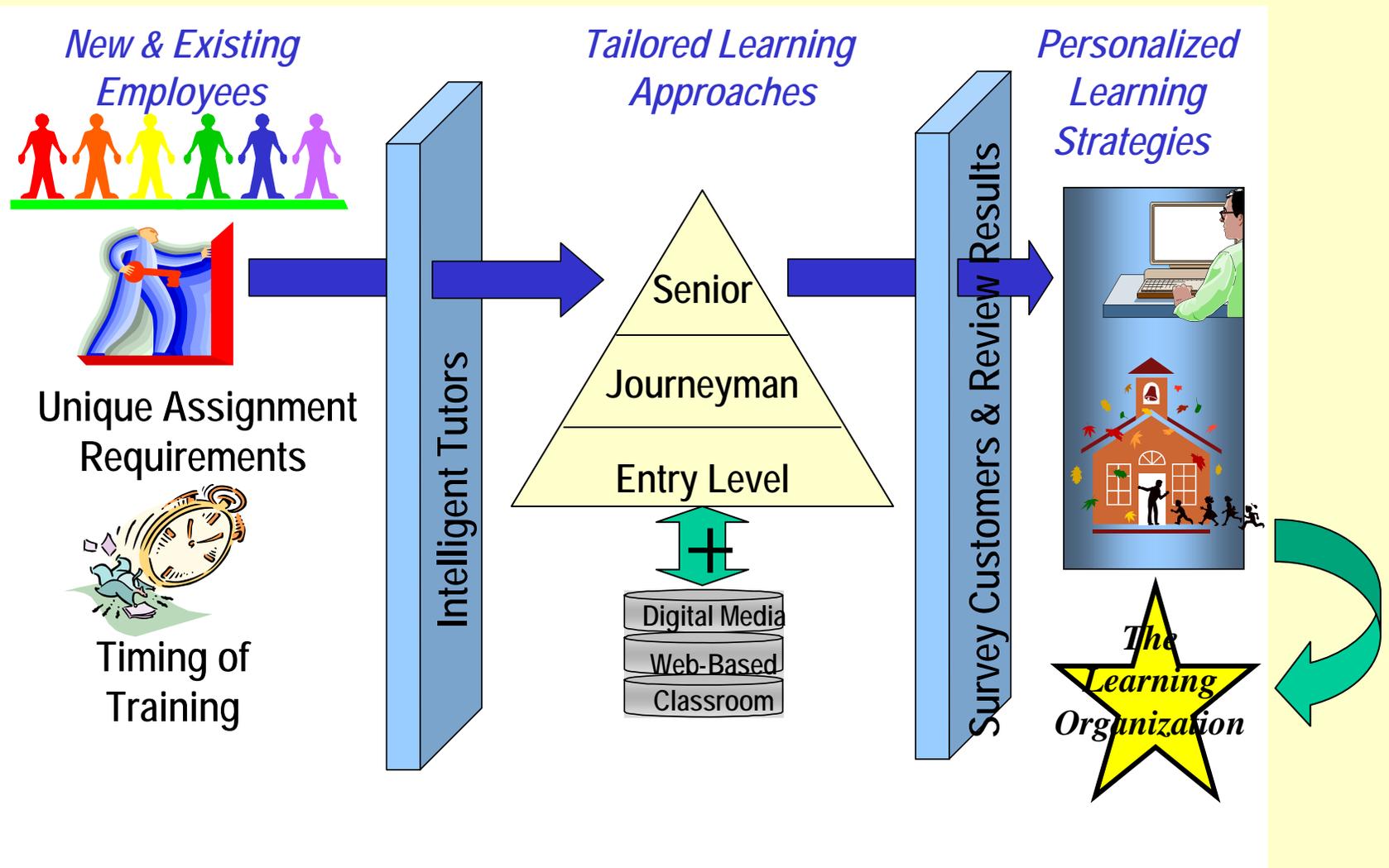
**Continuous Learning:** Continuous Learning Center. Integration week. ESC University Web Site. Incentive Plan. Hanscom Ed & Training Working Group & IPT. Board of Education. Hanscom Acquisition Learning Resource Center.

**Adaptation Initiatives:** End-Of-Course Surveys. Customer interviews. Functional IPTs. Metrics. Customer Surveys. Course Feedbacks. Balanced Scorecard. ESC Training Policy Letters. Commander's Call. Enterprise Directives. Benchmarking.

The PLM provides the employees at Hanscom with more control over their lifelong learning solutions. DAU has transformed its concept of learning to extend beyond the course itself

# The Future -- Our Vision

## Future Learning Environment - 2007



# How the Performance Learning Model takes us to our Vision State

## The PLM Provides Learning:

- With the Right Content
- At Just the Right Time
- On Just the Right Device
- In Just the Right Context
- Delivered in Just the Right Way



**How can DAU work with you?**

Rich Stillman

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# **Backup Slides**

# Key Disciplines in a Learning Organization:

- **Systems Thinking:** integrating all the functions in an organization into a cohesive structure
- **Personal Mastery:** personal and professional development that is in sync with the organization's goals
- **Mental Models:** internalized frameworks and generalizations of how an organization works
- **Shared Vision:** developing commitment using “share pictures of the future’
- **Team Learning:** People work as teams. They will be more efficient if they also learn as teams.

*(Peter M. Senge, The Fifth Discipline: The Art & Practice of The Learning Organization, 1990)*

**Systems  
Thinking**

**Personal  
Mastery**

**Mental  
Models**

*The  
Learning  
Organization*

**Shared  
Vision**

**Team  
Learning**

