

MODERNISING LEARNING IN A SMALL NATION'S ARMY: PLANS > PEDAGOGY > PARTNERSHIPS

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Factors Shaping NZ Regional Defence context



New Zealand Dependencies

- Cook Islands.
- Niue.
- Tokelau
- Ross Dependency.

- **Isolation:** Absence of direct military threats.
- **Maritime:** Nature of NZ Sovereign Environment.
 - Maritime **Trading State:** SLOCs.
 - **EEZ:** 4th largest in the world.
 - Dependencies & Claims: **Massive AOR.**
 - Alliance with **Australia.**
- Challenges & Responsibilities in the **SW Pacific: Bougainville, Timor, Solomons, Fiji, Tonga...**
- **Great Power** influences.
- Balance of **politics, security and economics.**
- **Fiscal Challenges.** 1.4% GDP
- International Defence **Relationships: FPDA, ASEAN, NATO partner, ABCANZ etc.**

AS Army alignment – Future Ready Training System

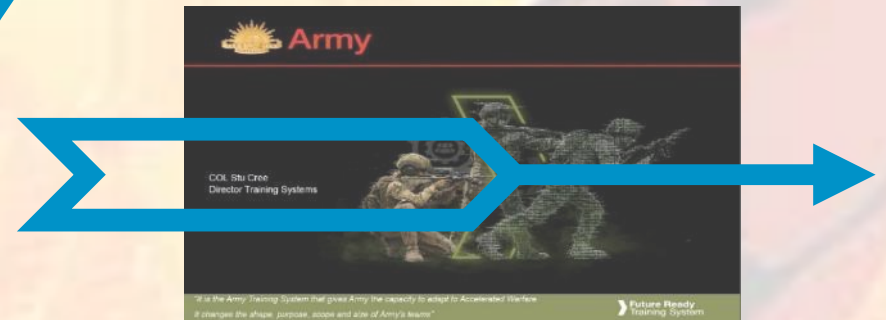
- **Parallel strategic intent**, independently developed, rapidly converging
- **Timing**. A once in a generation opportunity
- **Army to Army** alignment of Doctrine and training systems signed in Plan ANZAC.



MG Boswell and LTG Stuart, April 2023

- **Project Team** approach achieves freedom of action to be agile in a technology-centric environment, yet maintains focus on higher plans and orders – **Recon Pull for NZ Army** .

Objective:
**Interchangeability with
Australian Army 2027**



Transforming to a Future Ready Training System

Emphasises **people** as our most important capability

Recognises that the **fight** is changing; we must change to meet it

Recognises that **new capabilities** will change the Army and Joint Force

Recognises that our people and teams are already **learning** differently

Will take **time, effort** and **leadership** to achieve

Challenges

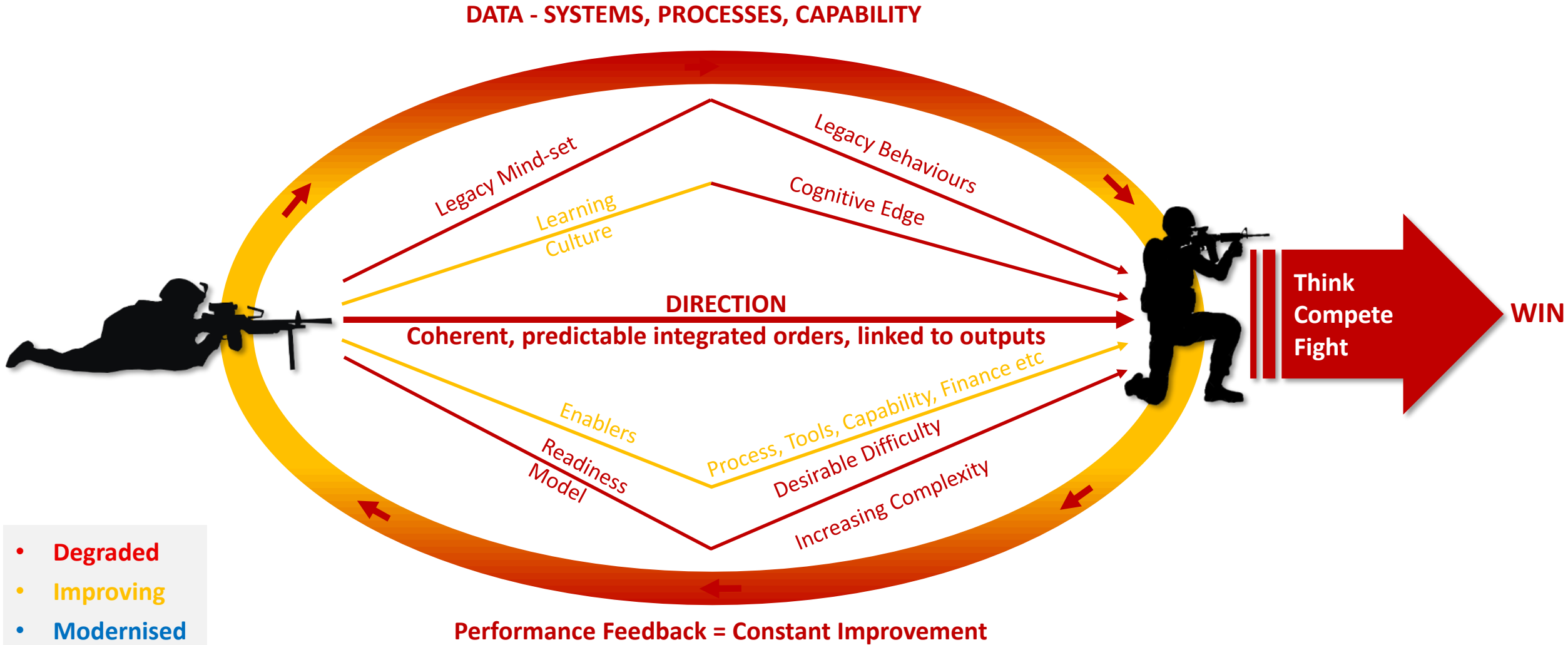
- Attrition (post-Covid). Recruitment and retention, global competition for highly skilled personnel
- Organisational loss of knowledge and technical (warfighting) skills
- Generational change in how we train/learn
- Delayed investment in infrastructure and systems
- Time-sensitive technologies verses legacy procurement systems
- Organisational agility (+) and (-)
 - Challenged by size
 - i.e. faster follow



“The character of War continues to evolve, compelling the NZ Army to re-examine our assumptions taken for granted when forming our training and learning methods.”

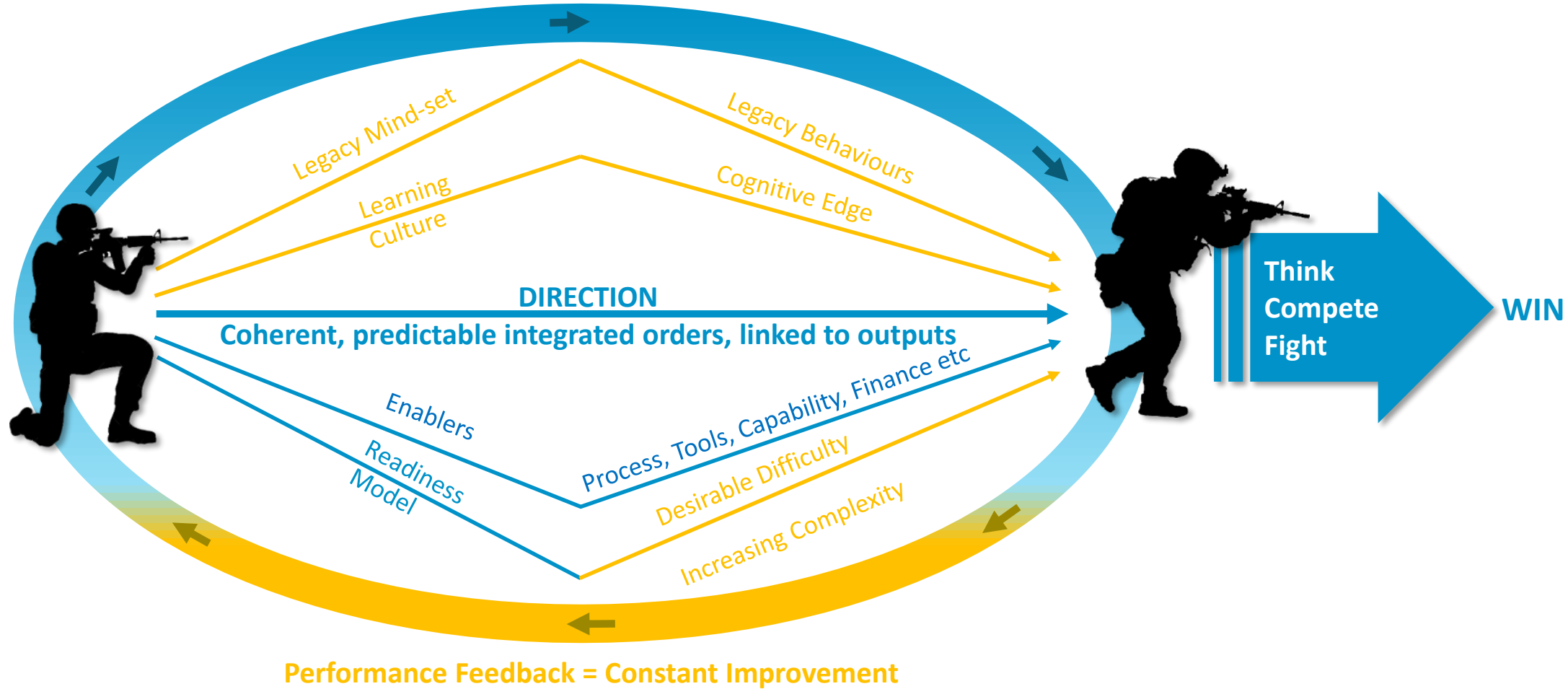
MAJ GEN Boswell Chief of Army.

Current State



Desired State

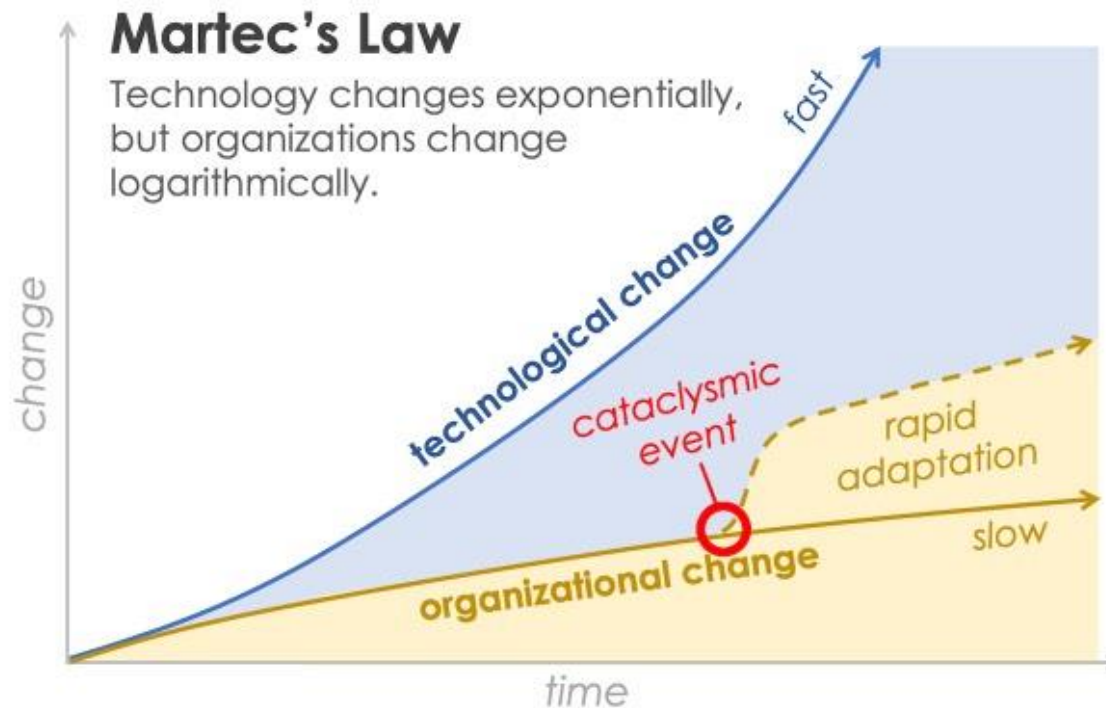
DATA SYSTEMS > Processes, Personnel, Capability



- Degraded
- Improving
- Modernised

Intrinsic Threat to Modernisation of Learning

The Army (and NZDF) are not immune to the challenge facing all large organisations.



↓
Army Regeneration of outputs includes learning modernisation.

↑
Modern Learning Project tasked to address the 'governance gap'.

*“To succeed, technology management (in this case within a learning context) must explicitly address how those technologies will be integrated into the operations and culture of the organisation. As the gap widens over time and **at some point, a reset within the organisation is required.**”*

PLANS

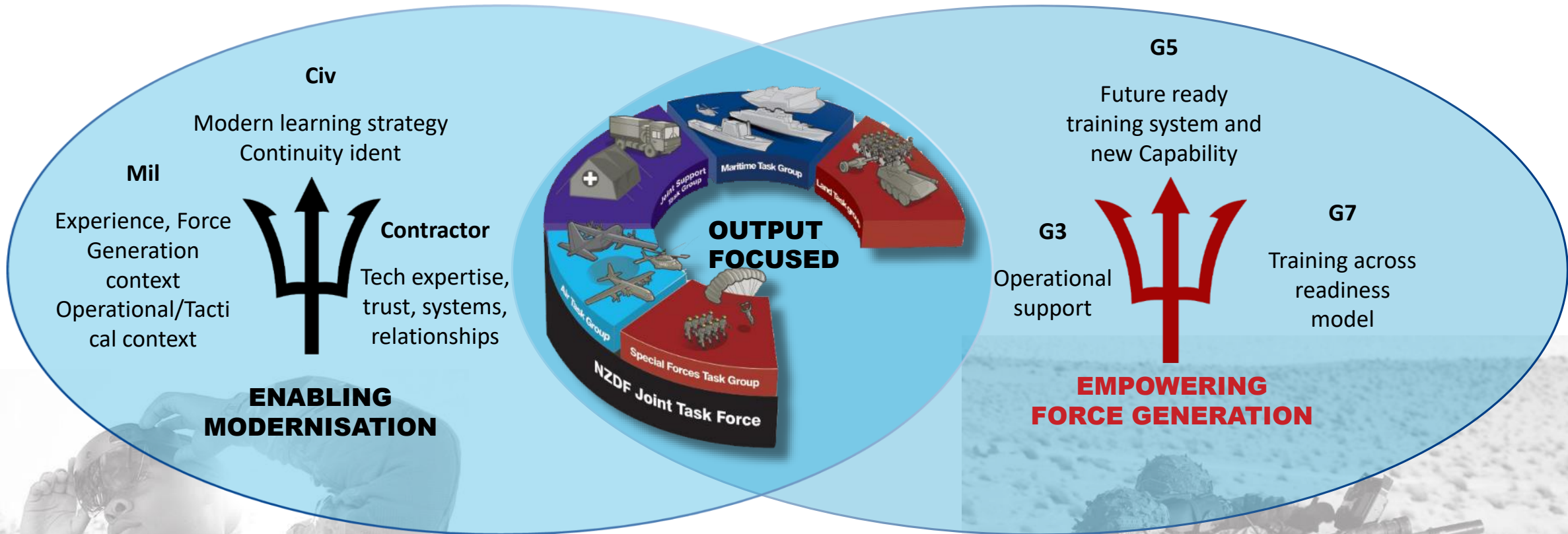


Army as a Stakeholder... “What do we want from Modernised Learning?”

Soldiers and instructors are:

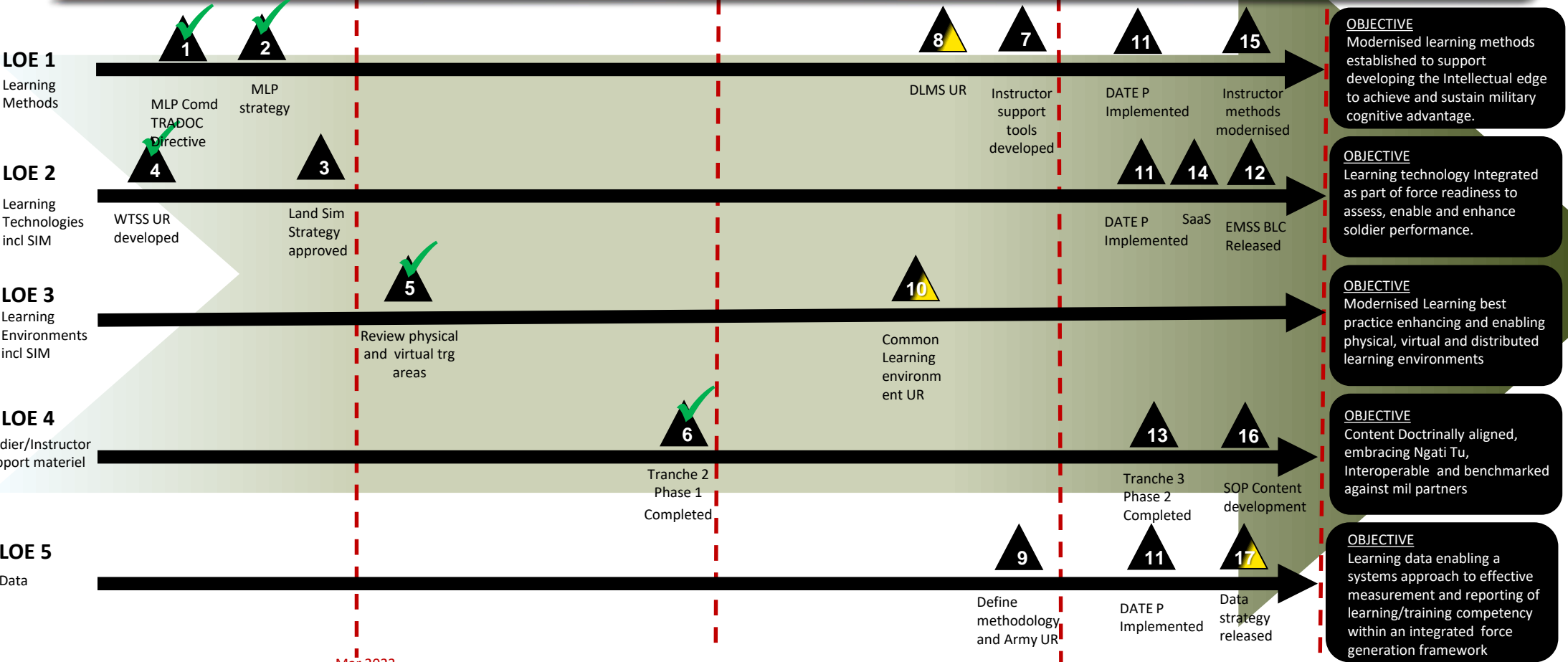
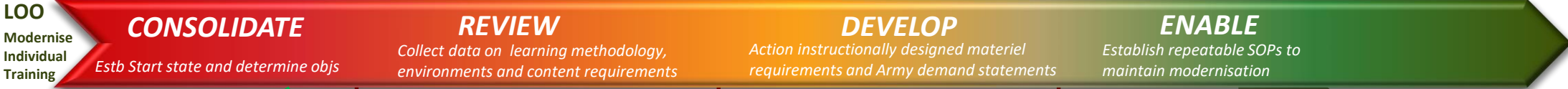
- Knowledge **empowered** – Adult learning principles > intrinsic motivation, self directed, life-long learners
- Knowledge **enabled** - Doctrinally aware and operating in accordance with approved practices
- Soldiers set on the right path – partnered with existing training:
 - Instructors augmenting and adapting existing training for better results; *and*
 - Better start state, doctrine-aligned content = learner focus
- NZ Army shifting to competency and proficiency focus vs qualification

Enabling Modernisation – Empowering Regeneration



Objective: Empower NZ Army output regeneration through enabling a modernised training system

Modernised Learning Project Campaign 2023



Project Objective:

Think, Compete, Fight!

Modernised learning integrated within the NZ Army to enhance the force generation framework and enabling support to operational land outputs

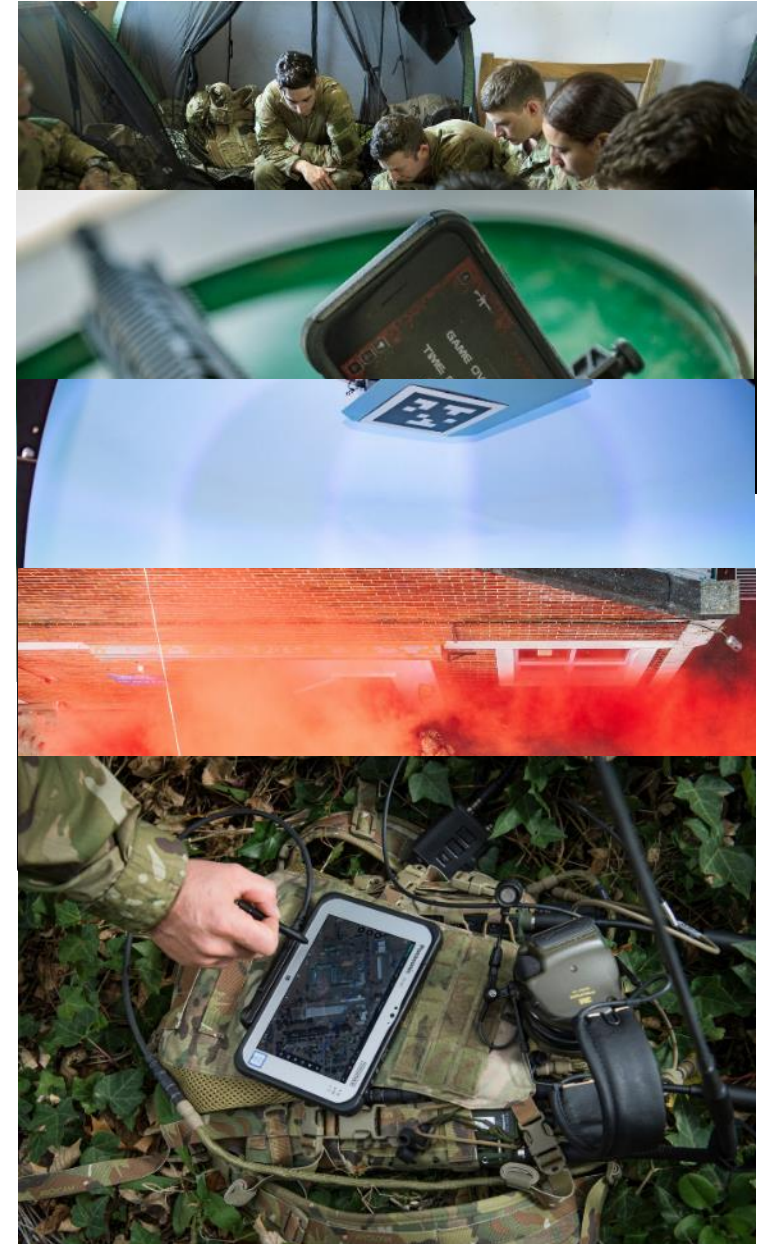


NZ Army Vision:

To be a modern, responsive, multi-role combat force of both great agility and utility ready to win as part of an integrated Defence Force.

Project Lines of Effort

- LOE 1 – Learning Methods
- LOE 2 – Learning Technologies
- LOE 3 – Learning Environments
- LOE 4 – Learning Content
- LOE 5 – Learning Data

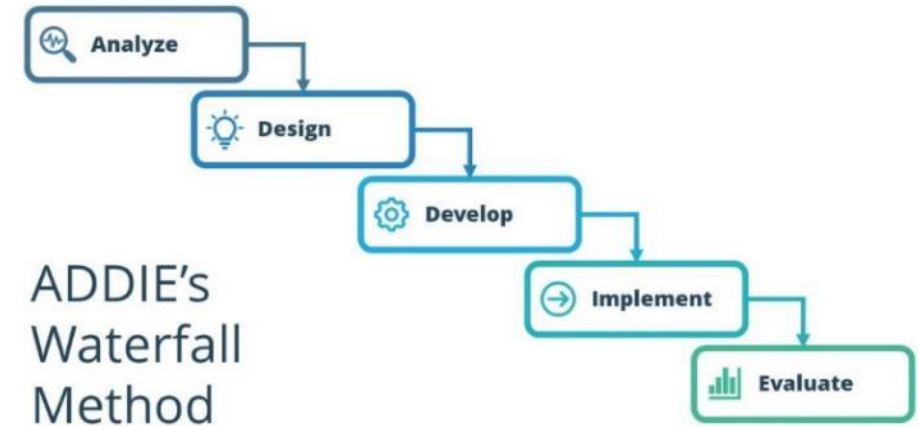


PEDAGOGY

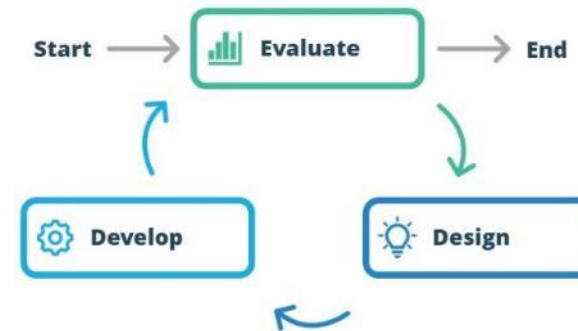


Pedagogy & Processes

- Push *and* Pull delivery of learning
- Connectives
- Blended Learning
- Technology Enhanced Learning
- Flipped Classroom
- ADDIE vs SAM (can we be more agile in training development?)



SAM1: For Smaller Projects



“Technology is changing the way we live, and future instructional technologies should reflect new approaches to learning....

However many of our current best practices were developed before this digital explosion...”

Walcutt & Schatz (2019) Modernised Learning

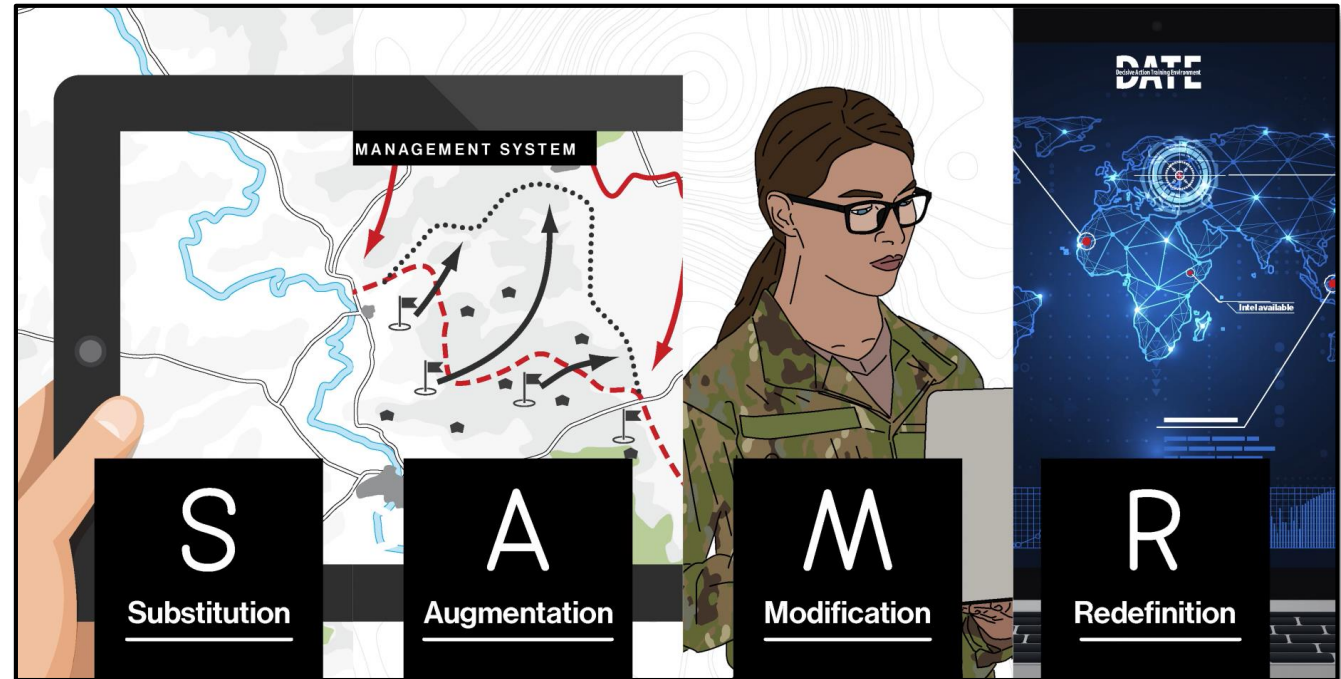
Instructor Support Tools

What

- Moodle LMS
- Technology Enhanced Learning (Aids)

How

- Instructor – ‘just in time’ support tools
- Reviewing Courseing/professional development



Integrating Technology into Instruction

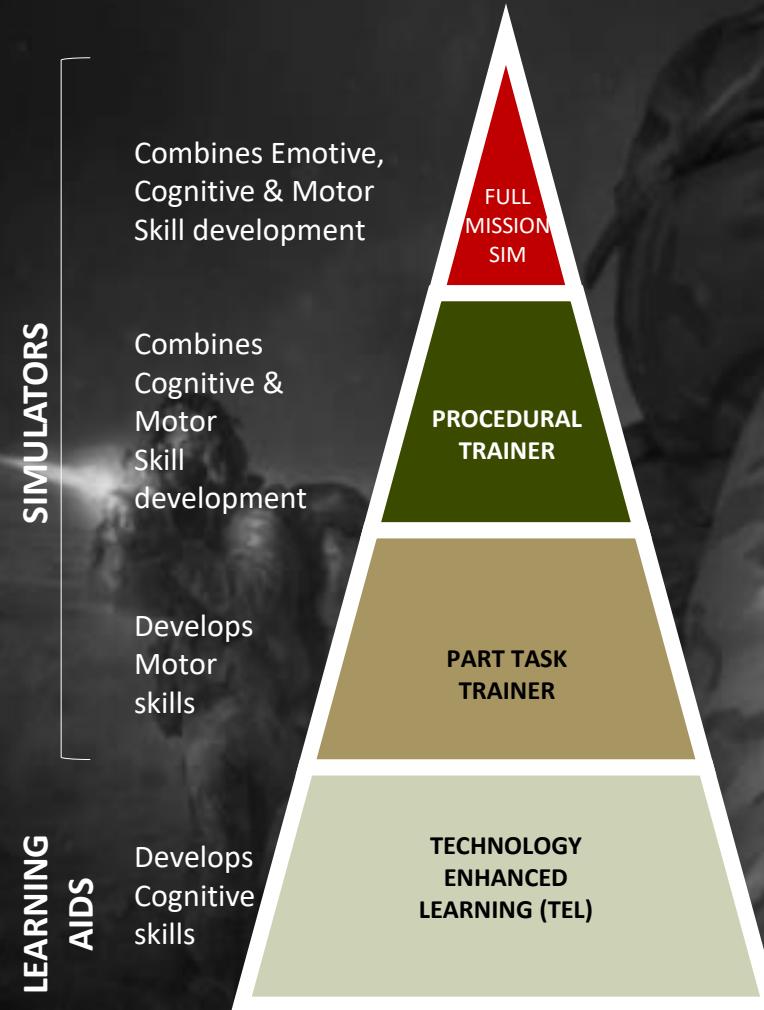
A MILITARISED ADAPTATION OF THE SAMR MODEL

V0.3 2023

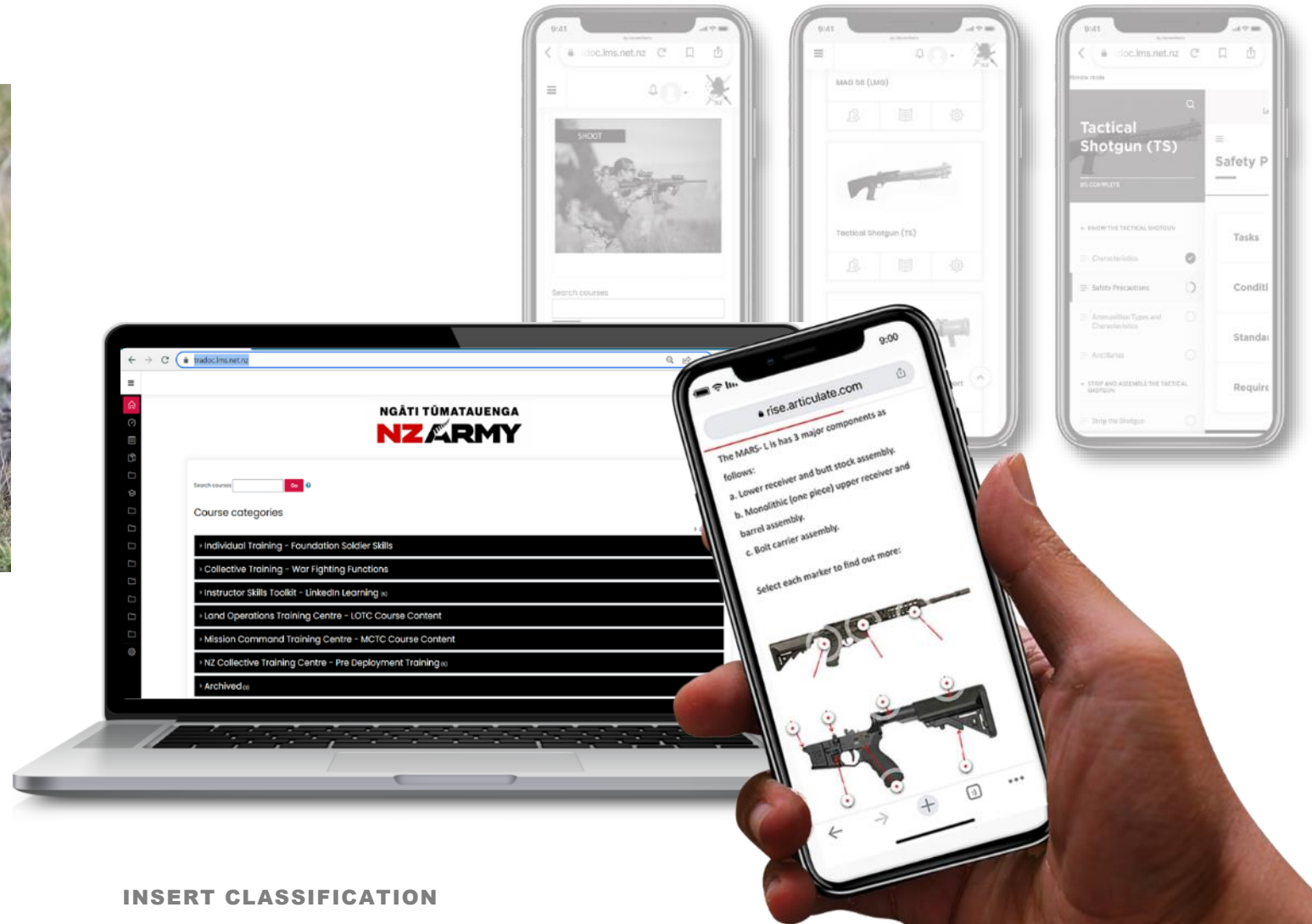
<https://vimeo.com/sysdoc/download/828243155/cbdd4f9150>

Land Simulation

- High-risk/low-frequency training
- Low-risk/high-frequency training
- Land Simulation poorly understood
- Opportunities:
 - ✓ Soldier Proficiency
 - ✓ Soldier Safety
 - ✓ Time savings
 - ✓ Cost saving

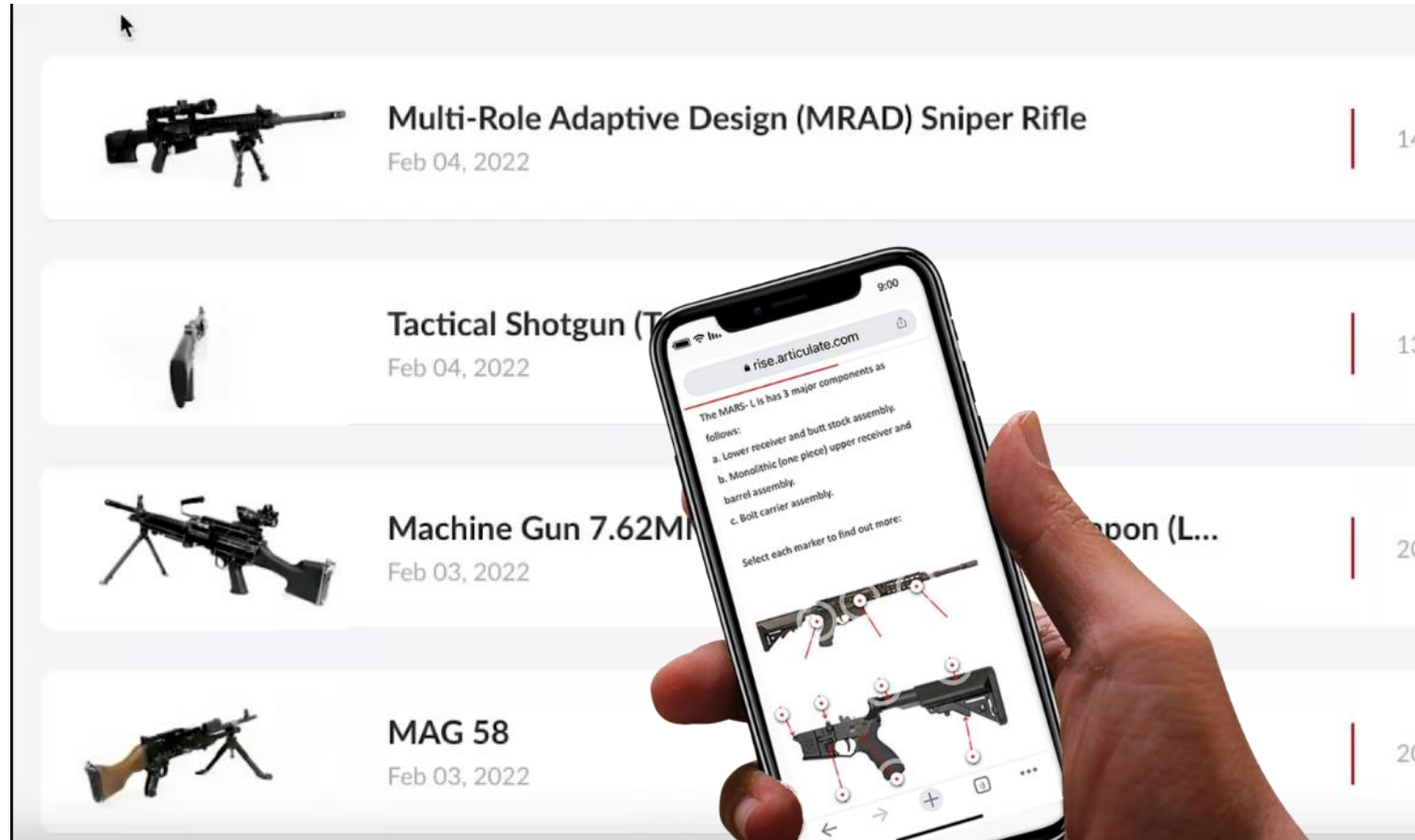


Soldier Support Tools - Bringing Doctrine to Life



INSERT CLASSIFICATION

...Bringing Doctrine to Life



INSERT CLASSIFICATION

PARTNERSHIPS



Partnership (Internal)

- **Defence College:** Learning methods, skills & knowledge, best practice, research based and contextualised.
- **Defence Digital :** Technology – access, devices, systems, support, future focused
- **Defence Information Management:** Data systems to enable learning
- **Defence Estate:** Environments – fit for purpose, contemporary, motivating
- **Defence Capability:** Effective procurement (time sensitive technologies)



Partnerships (External)

Defence Partners: Doctrine, policy, best practice, lessons learned

Commercial: Service vs ownership, efficiency, standards, best practice, continuity

ADL/NordicADL Learning knowledge, skills, best practice

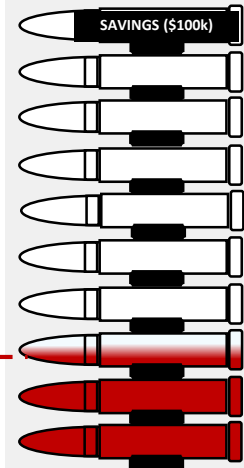


Project Data

SAFETY
PROFICIENCY
TIME
COST

Training Cost Savings
Dec 22–Apr 23 from not using blank ammo and SaaS

230K



UNCLASSIFIED

TIME

F2F COURSE TIME REDUCTION >
improved Soldier wellbeing, time reinvested on other activities, family etc.

PROFICIENCY

LMS upgrade/plugin DATA

Tracking learner data to improve soldier/instructor tracking of progress in modules

SAFETY

Soldier Safety NIGHT FIRING. Trg-NVE integrated into WTSS procedural trainer

PROFICIENCY

Soldier Proficiency Focused part task and procedural trainer use on marksmanship, procedural and combat mindset

PROFICIENCY

Lead self Soldier Proficiency SOLDIER SUPPT MATERIEL developed for foundation soldiers skills and warfighting functions. Anywhere/ anytime

TIME

Training Time Savings EMSS use leads to:
Reduced or nil wpns cleaning
Reduced logistic compliance checks
Reduced environmental clean up and environmental remediation

TIME

FLIPPED/BLENDED LEARNING MODELS integrated. Time saved on F2F courses that is reinvested into proficiency improvements.



NZ Modernised Learning - Lessons Learnt

- **UNDERSTAND THE ENVIRONMENT** - Both threat and identifying where small nation collaboration can improve success
- **COOPERATION** - Civ/Mil/Contractor approach as a means to maintain momentum despite size and posting cycles
- **TECHNOLOGY DETERMINISM** – Technology must partner not lead .

Proficiency, safety, cost and time savings



We want to learn with you over the next few days....

- **DATA** - Data as an enabler, how it is supporting and enhancing operational preparedness?
- **INSTRUCTOR DEVELOPMENT** - Strategies for success in Instructor professional development and support
- **SIMULATION** - What is working well in the use of simulation in Land training



Takk!
Nga Mihi Nui

NGĀTI TŪMATAUENGA
NZ  **ARMY**