





Transforming Defence Education and Training



VICE CHIEF OF THE DEFENCE FORCE



“Get the organisation right and the people and the managers who give leadership to them will be enabled to work together in full collaboration and with constructive mutual trust. Given half a chance, people are keen to get on with their work and to have work to get on with. What is missing is an adequate organisational framework within which to work and cooperate with each other.” Elliot Jacques, 1996



▶ Setting the Scene

Australian Defence College

The Australian Defence College will develop the framework, governance and assurance mechanisms required to deliver a skilled Defence workforce while also delivering directed learning outcomes in our Learning Centres.

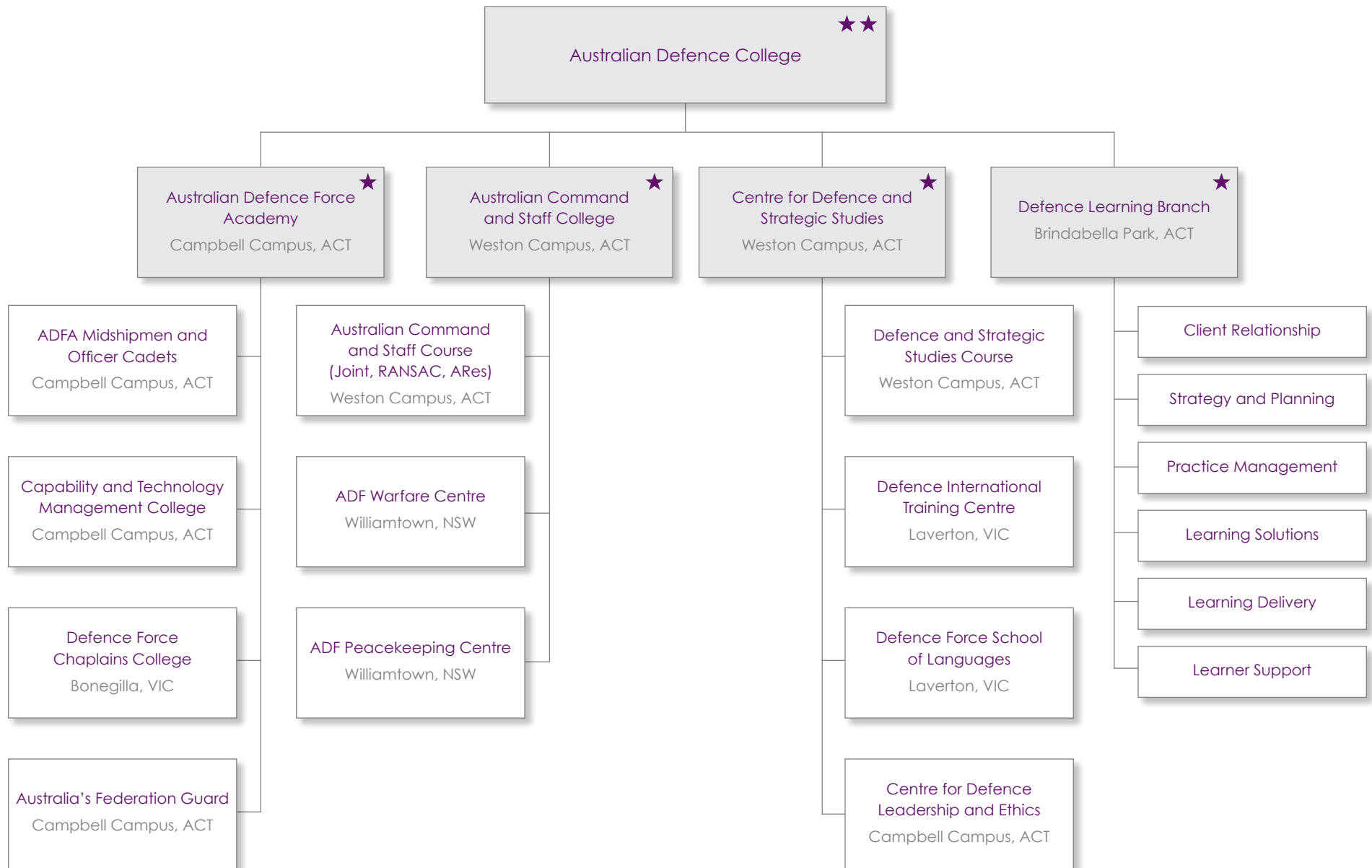
We are moving away from the previous model of learning where the institution and instructor were at the centre of learning. In our new model, individuals will be responsible for their own learning, empowered by a wide range of approaches and opportunities to learn. This will include learning outside the institution as well as learning in the workplace.

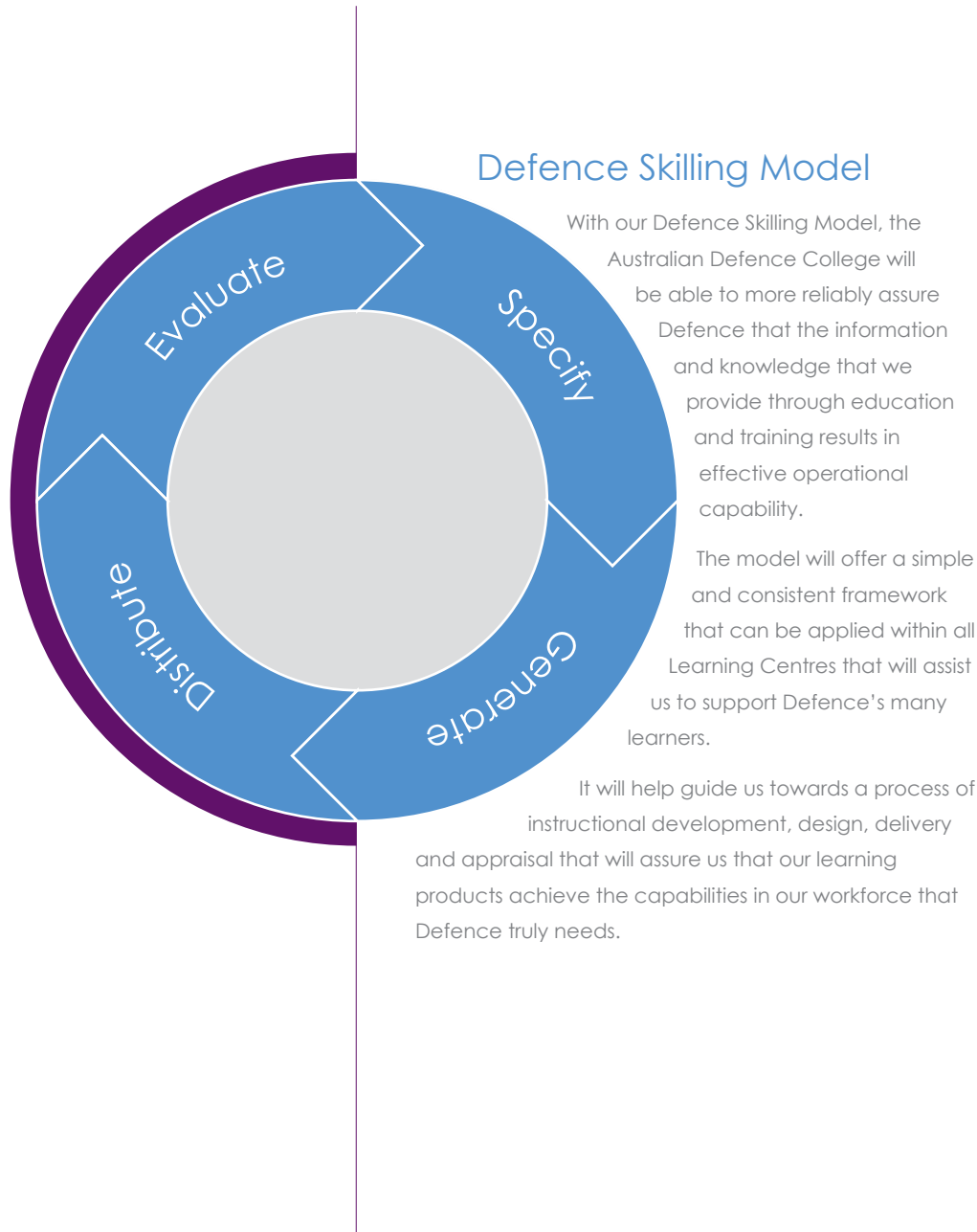
In making these adjustments we will work closely with the Services and Groups under direction of the Vice Chief of the Defence Force and the Deputy Secretary of People Strategies and Policy Group.

The foundation for our future success is based on the quality of our people.

Our education and training system will provide the winning edge that will build the forces capable of conducting operations and achieving success now and into the future.







Four key themes form the basis of our Defence Skilling Model:

- **Specification of the learning requirement:**
We will partner with capability managers and business process owners to specify Defence requirements for information and knowledge at the earliest stage in the capability cycle.
- **Generation of knowledge:**
We will dynamically generate the latest and most accurate information for learning, drawing upon a range of established and emerging sources.
- **Distribution of knowledge:**
We will be 'knowledge logisticians' who seek out and find appropriate supplies of information and develop innovative ways and modes to distribute the information to those who need it.
- **Evaluation of learning:**
We will provide assurance that the information and knowledge that has been provided through education and training has actually resulted in learning outcomes in our Defence capability.

- Learning is clearly linked to Defence capability
- Future requirements are anticipated and articulated
- Learning outcomes are aligned between the Single Services and the Australian Defence College
- Gaps and overlaps in learning are identified and remediated

Governance

The Australian Defence College operates within a complex Defence education and training system where Single Service, joint and inter-agency learning needs are pursued at numerous institutions both within and outside Defence.

At present, governance between our Learning Centres is not well managed. While some Learning Centres are supported by senior and working level committees, others are driven largely by factors related to institutional legacy.

We are working to change this.

Our governance framework will develop explicit links between capability requirements and learning outcomes. The intent is to ensure that learning leads to Defence capability and success.

To ensure that we can measure this, we will identify a range of metrics. We will be informed by Defence best-practice and external institutional benchmarks. Our metrics will link our learning outputs to the delivery of value for money.

Several Learning Centres have already engaged in review processes to create results in these areas. These efforts will be further sharpened and a transparent pathway created for the Australian Defence College as a whole.





International Engagement

We are reviewing our program of international engagement so it reliably and consistently supports our relationships with counterpart militaries in support of Defence capability outcomes.

Our International Engagement Plan will make the most of the size and diversity of our international student body. It will encompass a range of engagement activities including overseas study tours, student exchanges, research relationships and the engagement of visiting lecturers.

This Plan is expected to be completed in the first quarter of 2012.

The Technology Edge

The Australian Defence College is far from achieving best practice in the information technology arena. We will support Learning Centres through the implementation and realignment of core technologies.

Our Learning Management System, which will roll-out in early 2012, will be flexible enough to evolve with the organisation and will inform solutions for JP 2080 (a major Defence human resource and information technology reform initiative).

Concurrently, wifi access is being introduced to several Learning Centres and we are also examining ways of shifting from directed IT solutions (issued laptops) to a 'bring your own device' model.

Our role is to make information available to students which they can access using any device that suits their learning approach. Key initiatives to achieve this include:

- Introduction of a centralised education Learning Management System
- Access to wireless technologies across our campuses
- Improving internet access bandwidth at all Learning Centres
- Enhancing our simulation capabilities and their potential to support learning across all of our Learning Centres



Business Strategies

Our organisation is changing to better align our business processes with our functional requirements. This has already resulted in efficiencies flowing from specialisation and standardisation of functions.

We are also developing a risk management strategy where risks will be identified, assessed and controlled.

In parallel, our Learning Centres are undertaking Establishment Reviews and we are examining their implications to the future structure and functioning of these Centres.

As we consolidate the new Learning Centres within the Australian Defence College, further efficiencies through Shared Services will be achieved.

► Success Means...

The way ahead promises to bring challenges and opportunities for us as members of the Australian Defence College.

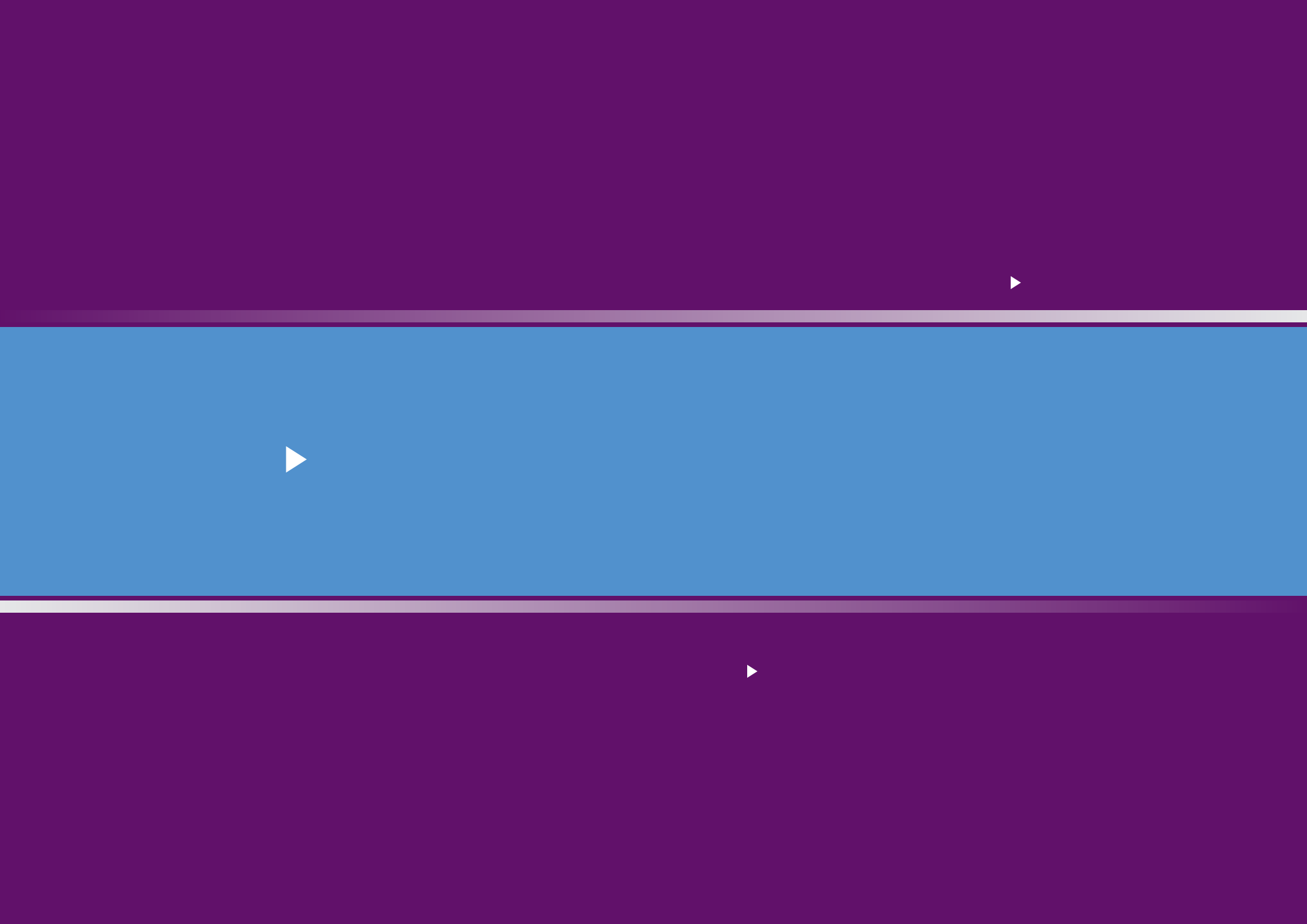
We need to address these challenges to deliver effective learning outcomes and to contribute to our reform requirements.

We need to do this to assure the skilling of our Defence workforce now and into the future.



We will know we have succeeded when we see:

- Simple governance where Defence's knowledge and information needs are specified, generated, distributed and evaluated
- A genuine community of learning within Defence that delivers effective, professional education and training
- A learner-centric view which promotes critical thinking, problem-solving and encourages cooperation, collaboration and trust
- Faculty and staff whose professional and personal requirements are addressed
- Business practices that optimise our capacity to deliver learning outcomes





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