

# *Leveraging Technology for Maximum Training Effectiveness*

By CW5 Todd M. Boudreau

Earlier this year, during a trip to Joint Base Lewis-McChord senior Signal Regiment leaders learned how Military Intelligence operators are developing the U.S. Army Intelligence and Security Command Foundry Program.

The Army Foundry Intelligence Training Program is covered under Army Regulation 350-32 which states, "The foundry program provides commanders with the means to achieve their priority intelligence training. The purpose of the Foundry Intelligence Training Program is to provide Soldiers with focused intelligence training to meet their commander's training and readiness requirements. Soldiers participating in the foundry program receive training that builds on institutional, unit, and individual training; reflects the current and changing operating environment; and increases functional and regional expertise while developing and expanding contacts within the greater intelligence community. Additionally, the foundry program develops and implements longer-term sustainment training capabilities through home station training sites."

During the tour, we learned how Foundry maintains and improves the intelligence-related skills of Army personnel who conduct, supervise, or support authorized Army intelligence activities.

Most important we gained insight to how an enterprise instructional training and education platform could be leveraged to provide cost-effective training skills and "train-the-trainer" programs across the Signal Regiment.

While the classification level of Foundry limits it to specific Foundry sites, much of our training is at the unclassified or secret level at most. This would make it possible to conduct immersion training or live-environment train-

ing "hands on" both in a unit classroom as well as globally dispersed through the creation of virtual Signal operations centers. While we expect to run a full article on the Foundry Intelligence Training Program written by the Intelligence Community in the near future, to better understand these concepts, a Foundry primer is in order.

## *Foundry's Beginnings*

In January 2006, the commanding general of U.S. Army Intelligence and Security Command was tasked "to determine the ways and means to enhance and sustain tactical force intelligence skills and capabilities." Project Foundry was INSCOM's solution. Foundry established single point from which to coordinate training and live environment opportunities for advanced intelligence skills across the Army's tactical MI force. Since that time, Project Foundry has transitioned to an Army base program.

## *Foundry's Niche*

Foundry does not take the place of institutional training provided by the U.S. Army Intelligence Center of Excellence under the U.S. Army Training and Doctrine Command or the U.S. Army Forces Command mission to provide a sustained flow of trained and ready land power to Combat Commanders. Instead, Foundry focuses on improving advanced intelligence skills by providing real world experience and technical training for MI Soldiers and teams at the tactical level.

Recognizing that military intelligence skills are highly perishable and that our adversaries continue to change their methods, Foundry enables commanders with frequent and relevant training opportunities required to learn and maintain the associated technical skills and equipment of the new techniques developed to meet the continuous

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evolution of ever-changing challenges, intelligence tactics, and techniques. Foundry takes the individual Soldier skills taught by the MICoE and builds upon them to ensure FORSCOM has skilled and relevant MI Soldiers required to meet their mission.

### *Foundry's Methodology*

Foundry conducts training in four separate but interrelated methods. First are more than 100 formal classroom training programs covering all of the intelligence disciplines. Second are 33 immersion training events that are typically 30-60 days in length. Third are unit-sponsored training events. And fourth are Foundry sponsored Mobile Training Teams.

Technology Education Leveraging Technology – The Vision TRADOC defines training as “an organized, structured, continuous, and progressive process based on sound principles of learning designed to increase the capability of individuals, units, and organizations to perform specified tasks or skills.” Key words are “to perform specified tasks or skills.”

Education, on the other hand, “is the continuous and progressive instruction and other programmed activity designed to develop and reinforce knowledge, skills, and abilities... Education includes instruction and learning designed to increase knowledge ... [and] improves cognitive, communication, interpersonal, and social ability. Education also improves leader

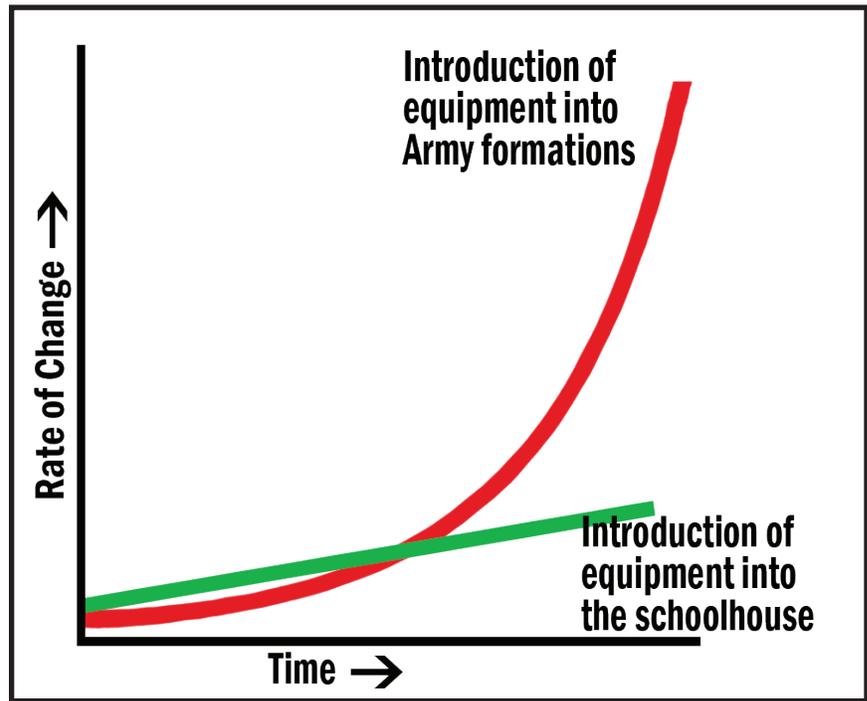


Figure 1

attributes associated with habits of mind and ethical aspects of character.”

While there is definitely some overlap, training focuses more on tasks and skills while education focuses more on knowledge and cognition. I offer this example to better frame my use of the words training and education for this article.

Educational instruction focuses more on theory and concepts. In my earliest days in the Army, I studied basic electronics theory and concepts that included the study of electrons, atoms, voltage, resistance, power, current, Ohm’s law, Kirchhoff’s laws, etc. While I did several practical exercises such as “bread boarding” electronic components to better understand how a super heterodyne receiver works, it was still cognitive in nature.

My training instruction was more hands on used to teach

and reinforce the skills necessary to operate and maintain the R-390A/URR general coverage HF receiver that uses super heterodyne principles (for example). While one may get by with operating a device without understanding the concepts and theory behind it, the maintenance requirements to repair such a device mandates educational instruction focused on the technologies within.

An equal balance of education and training, and even one that favored training, worked well in the Signal schoolhouse for many years. While there are numerous reasons why this was so, one of the most significant has been the slow and protracted rate of the introduction of new equipment into Army formations; the schoolhouse was well able to keep pace and enter new equipment into the respective Program of Instruction relatively

soon after its fielding. Even when the schoolhouse lagged behind, major equipment sets remained in the Army inventory for many years allowing the schoolhouse to eventually catch up.

However, as figure 1 (to the left on page 10) depicts, we have moved to the right of the axis of time to where the rate of the introduction of new equipment into Army formations has, and is expected to continue to, surpassed the rate of the introduction of new equipment into the schoolhouse. Under this scenario, training takes on a whole new purpose.

Training is still required to teach and reinforce skills; however, where, when, and how we train our Signaleers must coincide with the reality illustrated above. The thesis behind this vision is: because the rate of the introduction of new equipment into Army formations will continue to surpass the rate of the introduction of new equipment into the schoolhouse, the Signal Regiment should establish and exploit an enterprise methodology to educate and train Signaleers from their inception to retirement.

### *Technology Education Leveraging Technology - The Basics*

One thing I began to do over the last several months of my travels when given the opportunity to speak to our young Soldiers in the field was to ask them to raise their hand if they had graduated from their Advanced individual Training in the last 12 months. I then asked them to keep their hands in the air if they had used Google to find a technical solution to an information technology problem in the last 3 months; most hands remained in the air. I then asked them to keep their hands in the air if they had used the LandWarNet eUniversity in the last 3 months to find a technical solution to an IT problem; sadly, most hands went down.

The Signal Regiment's enterprise instructional training and education platform is LWN-eU. And if this statement is true, then we need to introduce and inculcate our young Soldiers on the benefits and use of LWN-eU as an integral part of their experience in the schoolhouse during AIT. Familiarity with and confidence in LWN-eU will grow allowing this enterprise instructional training

and education platform to develop into the tether by which new equipment theory and training is provided to individuals and units at the point of need to meet the rate of the introduction of new equipment into Army formations.

Initial units to receive new equipment sets can adjust and comment on new equipment training placed on the LWN-eU in order to produce the greatest learning experiences for others within the Regiment; Fort Gordon does not claim sole ownership of the best and brightest minds in the Regiment. Sharing, cross leveling, and personalizing modules for individual and unit use is encouraged. Unlike the classification requirement of the Army Foundry Intelligence Training Program, we see a day where the LWN-eU can connect Soldiers around the world into a virtualized Tactical Operations Center where live and simulated people interoperate as if they were all sitting at the same coordinates improving both individual and collective skills and abilities.

### *Technology Education Leveraging Technology - The Plan*

So, where do we go from here? The Signal Center of Excellence is currently identifying, analyzing, and categorizing the plethora of websites, SharePoint portals, and Communities of Interest currently used as repositories of information or collaboration tools in order to converge and streamline a more effective and efficient methodology under the principles of Knowledge Management and the newest proven learner techniques. Whether the result is one single point of access or multiple entrance points, we must leverage the best products and practices to ensure every Signaleer is provided the best access to the information needed based upon position, MOS, grade, and specific need.

If our Signal Personnel Developers review the nominal career paths of each Signal MOS, AOC, and FA and determine what categories of education and training are most applicable across each career timeline, LWN-eU can both graphically and intuitively link these career paths to appropriate instructional training and education modules that

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can be used and commented on by you, our experts in the field. This is one major strategy to rapidly adjust our education and training methodologies to meet the demands of iterative introductions of new technologies and equipment sets. Notifications could then be generated by LWN-eU linked to appropriate personnel when a new technology and/or equipment set instructional module has been added so our Signaleers know of its availability. Advances made by Unit Universities must be known across our organizations so we can all benefit from the hard work and expertise done at the unit level. And gaming and multi-user simulations must be developed to allow both individual and collective training as described above.

Work is currently being done to identifying a .com or .edu-like network architecture that better supports distributive learning content and mobile user needs. We are also closely watching the Defense Information Systems Agency Enterprise Mobile Device Manager and Mobile Application Store efforts so we can posture DL sensitive and non-sensitive content to be managed and accessed accordingly.

And we are also watching work progressing toward a commercial blackboard .com effort. This would be the time to establish a timely plan to link Blackboard and the Army Training and Certification Tracking System seamlessly and holistically to the appropriate courses on LWN-eU for an integrated and synchronized life-long approach to

learning. As these initiatives achieve more granularity, leaders at the SIGCoE look to establish a Fort Gordon campus area network for use by students when they attend institutional training classes.

To achieve full implementation of the Army Learning Model and Doctrine 2015 initiative, future courses must include both in-depth educational modules and immediate quick reference guides that allow for the ability to immediately insert new training and education that can be accessed, manipulated, and validated by our entire Regiment; this includes access from personal mobile computing platforms.

The LWN-eU has the capacity and the capability to become this enterprise instructional training and education platform. As live, constructive, gaming, and virtual components become more of a reality, the LWN-eU must become the conduit that personnel and training developers can use to push training and education out to the Regiment. As iterative updates to equipment within the confines of capability set fielding causes our Army to exponentially increase the amount and types of equipment found across our formations, the LWN-eU must become the conduit that Signaleers can use to pull information necessary at the point of need. It is time for the Regiment to leverage technology for technology training.

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Join the Discussion  
<https://signallink.army.mil>



## ACRONYM QuickScan

**AIT** - Advanced individual Training

**DL** - Distributive learning

**NET** - New Equipment Training

**ICOE** - U.S. Army Intelligence Center of Excellence

**INSCOM** - U.S. Army Intelli-

gence and Security Command

**IT** - Information Technology

**LWN-eU** - LandWarNet eUniversity

**MAS** - Mobile Application Store

**MTTs** - Mobile Training Teams

**MI** - Military intelligence

**MDM** - Mobile Device Manager

**POI** - Program of Instruction

**TRADOC** - U.S. Army Training and Doctrine Command

**FORSCOM** - U.S. Army Forces Command