

**TSS Workshop  
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Good morning. Thank you for that warm reception. I am truly excited to have the opportunity to speak with you today at the capstone event for the Training Support Support community. I would like to thank all of you for your hard work, patriotism and commitment to our great Soldiers and service members, especially those at the tip of the spear in harm's way. As our force continues to transform in order to meet the requirements of the 21<sup>st</sup> Century, the Army will most certainly lean more and more on your collective abilities.

Being in Chicago reminds me of a story I once heard.... There was a blonde who bought a coach ticket to Chicago. She boards the plane and sits in the first class area. The flight attendant approaches her and says, "Excuse me miss, your ticket says coach... I will need you to move to the coach area. The blonde explains, "I'm blonde and beautiful, and I'm going to Chicago."

The flight attendant leaves and explains the situation to the head flight attendant. A few minutes later, the head flight attendant approaches her and says "Excuse me miss, your ticket says coach so you'll have to move to the coach area." The blonde explains, "I'm blonde and beautiful, and I'm going to Chicago."

The flight attendants look at each other in amazement and decide to get assistance from the captain. A few minutes later, the captain approaches her and says "Excuse me ma'am, your ticket says coach so I need you to move back to coach." The blonde explains, "I'm blonde and beautiful, and I'm going to Chicago."

The captain shakes his head, then bends down and whispers in the blonde's ear. Instantly she gets up from her seat, grabs her luggage, and rushes to take her seat in coach. Shocked, one of the flight attendants asks the captain, "What on Earth did you say to her?"

The captain explains, (***Pause***) "I told her first class wasn't going to Chicago."

Although this story interjects some levity to our conversation, it highlights a problem that adversely affects us all.

Individually and institutionally, together we all must understand what our final destination is. Often times we are blinded by our pre-concepts and stove-piped viewpoints of what we think the right answer is. This is sometimes very common, but unfortunately it handicaps our ability to see the larger picture, and in some extreme instances what is plainly obvious.

We must also continually be cognizant of our own prejudices, based on our experiences and opinions, that can lead us astray. To avoid this fate, it will require objective, introspective thought and a thorough examination of all facets of how we conduct our business.

A major component of this self-assessment will be our recognition that the era of unconstrained resources is over. You only have to look in the front pages of the newspaper to understand what the Department of Defense is up against fiscally, and how they plan to deal with this....take for example the recent decision to close down JFCOM.

The cold arithmetic of future resourcing constraints will require tough choices on the part of our Nation and Army. This, coupled with increasing demands in the operating environment, will require the United States Army to become progressively more cooperative with others. We simply cannot be everything, to everyone at all times. Our future success will increasingly rest on our ability to effectively cooperate, collaborate, and coordinate our actions and efforts by, with, and through outside entities. Our training needs to increasingly reflect this reality.

Therefore, here is the challenge for today: Faced with the economic realities of today, how can we find new and inventive ways to train the Force, while at the same time actively reducing our inefficiencies and redundancies. Said another way, in the fiscal constraints of the immediate future, how can we find new methods and techniques in our training models that are innovative, relevant, cost-conscious and user-friendly?

Because this is going to require us to be introspective as an institution, our charter will be to holistically find and implement best practices and methods to use the intellect and imagination of this new generation, and to become more efficient in our mission of training the force.

As we embark on this quest, we must be ever mindful, that our training must, at all times, focus on ARFORGEN's goal of producing relevant, agile and adaptive Soldiers and units that are capable of successfully conducting full spectrum operations against any contingency in the world.

General Dempsey recently stated, "How should an Army and the Soldiers within it...whether they're enlisted, officer, warrant or civilian...learn in a continuum from the time they're assessed to the time they retire?"

The answer to this question is our metaphorical final destination. How do we correctly leverage technology in order to equally share the responsibility of training across the breadth of the training domains, while at the same time being mindful of our inherent constraints and limitations?

I'm not sure how many of you are familiar with the Army Training Concept, but if you are not, I would encourage you to get a copy and read it. It is the roadmap of how we're going to deal with this issue. It requires new ideas and methods for the way we train our force.

The Army Training Concept fully acknowledges that today's Soldier is different than the Soldiers of past generations.

I would also encourage you to get a copy of TRADOC's draft Army Learning Concept. While determining learning outcomes, the Army Learning Concept looks at the new generation of Soldiers, looks at how they learn, understand, and comprehend new ideas...and it provides guidance on the implementation of an assortment of blended learning concepts enabled by evolving technology, in order to produce the agile and adaptable Soldiers and Leaders that our Army needs.

It is great to be the Combined Arms Center Commander while your brand-new 2LT son is going through one of your Basic Officer Leadership Courses. It's like instant feedback of every problem and issue from a new 2LT's perspective. I'll guarantee that there is no shortage of things that need fixing from this LT and his classmates' perspectives.

But really my son is no different from every other ground Soldier from this new generation. Today's Soldier is technologically sophisticated in ways we have never seen before. They have been immersed in the technological advancements of our society. Playing games remotely on X-Box, Twitting with their friends, or posting their thoughts on Facebook...they respond to an entirely different set of stimuli than us Soldiers of the past. Quite simply, they learn differently.

Apart from recognizing that our Soldiers' learning needs have changed, the Army Training Concept and the Army Learning Concept actualize what we have always known – that Soldiers and units learn better when they are in environments more familiar and supportive, and part of that comfort is the ability to train them at their home stations. The Army Training Concept aims to make learning less location dependent and more mobile.

This is accomplished through the integration of digital platforms with traditional learning methods to create “blended learning environments”, which are proven methods that enhance performance and learning. By using this process, Learners and teachers are working together...augmenting or eliminating the need for face-to-face interactions... through a mixture of technologies to include Internet chatrooms, blogs, smart phones, satellite television, videoconferencing and other emerging social technologies.

This is not a new concept...it has been used for years in both the military and civilian worlds. What is new is the increasing availability of blended learning technologies, and our increasing dependency on these learning techniques. Although technology in blended learning can drive our training infrastructure, we have to be careful we don't build this infrastructure on a single type of technology.

The reason is that by the time we would get it up and running, the technology would likely be obsolete and the force will already be using something more advanced. Rather what we need is an infrastructure that is enabled by technology, and facilitates technology's evolution as it comes and goes.

Further, the future of training support will bring the training resources to Soldiers and units, not the other way around. Within this context, we need to continue our efforts to operationalize the Army Training Concept to enable Full-Spectrum Operations Training in support of ARFORGEN for both home stationed and deployed Soldiers.

The next thing we must do is to continue to modernize our training curriculum in order to maintain our combat edge now and in the future. In Fiscal Year 2011 we will see for the first time in many years where supply will exceed demand. In other words, we'll see units in an ARFORGEN cycle not on a "patch chart".

These units will be called Contingency Employment Forces (or “CEF”) and will begin to train for Full Spectrum Operations across both wide-area security and Combined Arms Maneuver mission sets. These forces will train against hybrid threats like non-state actors, sponsored by other nation states, with the most modern conventional and non-conventional weapons...think Hezbollah in southern Lebanon in 2006. In the Fall of this year, the Joint Readiness Training Center (JRTC) will have its first FSO rotation in almost 9 years. Training support systems have changed in the last 9 years and the question...or really, “***the opportunity***”...is identifying what are the systems we need to train our units in combined arms maneuver.

Regardless of what these training systems look like, it is critical to internally increase our own cooperation, collaboration, and coordination across the breadth of our training domains. In other words, we need to eliminate stove-piping, or as General Casey describes it “Siloing”.

Just last week, General Casey stated, that institutionally [QUOTE] “we should be more worried about people doing the same thing, versus not doing anything at all” [END QUOTE]. To me, this speaks highly to the lack of collaboration and coordination throughout our force. Without increased and improved cooperation, collaboration and coordination between our internal organizations, collectively we will continue to suffer endemic inefficiencies that will hamper our successes and hurt our bottom line.

So how do we deal with “siloining” in the training support system environment? I would offer something our senior leaders have been recently teaching our Army leaders, and that is the business model approach, or the “Enterprise” Approach. The Enterprise Approach seeks to rectify this problem- by taking a holistic view of institutional objectives and processes in order to act in a cohesive manner for the good of the Army.

The Enterprise Approach seeks to achieve greater efficiencies and outputs, by bringing together all the stakeholders as a team to produce training support solutions that eliminate redundancies and prioritize requirements...ensuring that the right capabilities and organizations get the requisite resourcing. Designed to create an atmosphere of cooperation and collaboration, it further requires the Enterprise to establish a business approach model. General Casey knows that with the pending fiscal drawdown, we can either draw force structure down...with devastating results given the enduring conflict and all the current personnel stresses facing the force...or we can keep the force structure we current have and learn how to become more efficient.

If we are to make this work, gone are the days of petty territorialism, competition for resourcing and rivalries amongst our organizations. We just cannot afford this type of approach and provide the type of training enablers our Soldiers deserve, when and where they need them.

The founder of the Ralston Purina Company, William Danforth, once said, “*Our most valuable possessions are those which can be shared without lessening; those which when shared multiply... Our least valuable possessions are those which when we divide are diminished.*” The Enterprise Approach is the manifestation of this sentiment...it identifies our most valuable resources and shares them equally across the breadth of our force... making us collectively stronger, more agile, and more competitive.

At the Combined Arms Center (or CAC), our version of this business enterprise approach is called the Training Support System-Enterprise, and its purpose is to apply the Enterprise approach to the training domains in order to solve the previous described issues. It is designed to focus resources that deliver the right set of integrated capabilities and enablers to meet training requirements within the context of ARFORGEN.

It seeks to solicit inputs from a variety of sources including: the Army Training Strategy, the Army Training Concept, Training and Leader Development guidance, all of our training enablers, the framework of training and education and the central "Training Brain". Once these inputs are collected, the Training Support System-Enterprise will then drop all these inputs into the process so we get the right mix of enablers - live, virtual, constructive, gaming technologies. These enablers will be packaged and resourced to fulfill the need of bringing the training to our Soldiers and units anywhere in the world.

Additionally, the Training Support System-Enterprise serves as a forcing mechanism that brings together our training organizations to create an atmosphere of collaboration and cooperation between and amongst our training domains. It is a forum in which training priorities are established, vetted and properly resourced. Its continued success is vital to our future...especially in the context of a future that will most undoubtedly include an era of constrained resourcing.

Within this context, the Training Support System-Enterprise must remain flexible and adaptable in order to meet the needs of all three training domains.

Let me talk to you a little about the Live, Virtual, Constructive – Integrated Training Environment (or LVC-ITE). In order to work diligently in creating more inclusive and immersive technologies, the LVC-ITE is a good start. When fielded it will ensure that our Commanders and their staffs will be able to conduct Mission Rehearsal Exercises that are so realistic that they cannot tell if the information they are receiving is real or simulated. The LVC-ITE will allow commanders to train multiple scenarios, under various conditions, using a flexible crawl-walk-run training methodology. It will address many of our training shortfalls of trying to accurately depict the operating environments that our Soldiers and Commanders will be facing. The LVC-ITE will accurately replicate Full Spectrum Operations in an evolving Operational Environment.

LVC-ITE will utilize a distributed, blended learning environment through its heavy reliance on Live/Virtual/Constructive/Gaming training tools. And most importantly, it will do all these things while at a fraction of the cost of traditional training exercises of this nature.

The ITE will allow a commander to set up his/her TOC and have the unit's ABCS systems stimulated by LVC and Gaming enablers. The commander will be able to walk into the BCTC with his training schedule and ask the Battle Command Training Center team to generate a tailored training scenario that will meet his training objectives. The intent is to start fielding the ITE in 2012 and finish fielding it to 12 Operational Army sites by Fiscal Year 2016, but due to fiscal considerations this timeline may need to be altered.

I'm sure many of you saw the movie "Avatar". Without a doubt, it was a glimpse into the future training environments – today.

Our technology has advanced to such a point today that substituting avatars for live actors is a reality. Not only “Avatar”, but movies such as the new Star Wars films prove that this technology is a realistic practicality, in terms of its feasibility, realism, and cost-effectiveness. Why pay actors, and all the associated costs of their employment, numerous times...when the technology exists to pay all the costs up front, at a fraction of the price, one time? The cost-benefit of this approach is obvious, and it is something that we need to pursue and develop further. This type of initiative is an example of the kind of agile, adaptable, cost-effective training aids we will need to increasing leverage in a resource constrained environment.

Now when we look into the future, the Integrated Training Environment represents nothing more than our jumping off point in where we need to go.

We must continue to forge ahead with the ITE, while at the same time keeping our minds open – free of our pre-concepts and bias – to recognize new and better ways in which to train our Army. The uniquely human characteristics of innovation, creativity, and ingenuity...that are all desperately needed in these times...are all reliant on the energy created by new ideas. **Your** ideas, imaginations, and inventiveness are the invaluable capital on which we are reliant to solve issues in order to meet our Army's training demands.

In closing, the future lies undiscovered. It is up to us to help shape and define it. This task will require hard work, the sacrifice of personal and organizational agendas and above all...our collective focus. We must strive to maintain the combat edge of our Soldiers and units through the integration of cutting-edge training enablers that accurately replicate and represent the operating environments that they will face. The stakes are high as I'm sure you know.

The demands of the 21<sup>st</sup> Century will require our agility and adaptability to remain relevant in the world's increasingly competitive operating environment. We must overcome fiscal and physical constraints to accurately replicate the operational environment that our Soldiers face now, as well as the unknown battlefields of tomorrow. I am confident that ***together*** we will be successful.

Finally, I ask that we all remember those service members that are, at this very moment, standing watch for us around the globe in the name of freedom and democracy. Your hard work and efforts have certainly contributed to their safety and ability to successfully carry out their missions.

May God bless them all...

And all of you, and the good work that you do...

And our great nation, the United States of America.

Thank you very much. Army Strong!

[2985 words = ~23 minutes]