

The Fort Jackson Leadership Development Webpage

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INTRODUCTION

Fort Jackson has initiated a leadership development webpage to promote idea sharing across the Army Training Center (ATC) on Fort Jackson and across Initial Military Training (IMT). The webpage has two versions—an open version for all military IMT installations and units to review and a Share Point version with more guarded information and postings for Fort Jackson to read with AKO access only. These two sites allow the exchange of best practices across the different Basic Combat Training (BCT) and Advanced Individual Training (AIT) brigades in IMT. The leadership concepts can also be beneficial to Basic Officer Leadership Course (BOLC) instructional sites and to Warrant Officer training. The postings provide useful tactics, techniques, and procedures (TTPs) that will enable units to accomplish their missions more effectively. The G5 at Fort Jackson has oversight of the webpage. Units can send their postings to him for a quick review for quality and relevance before it is added to the site as appropriate.

STRUCTURE AND FUNCTIONS

The website has multiple applications. It will contain recent unclassified articles submitted by the IMT community for all to read. As a collection of articles and posting become available, the G5 will group them into an issue of the Fort Jackson Journal. The issues will become a means of archiving the material and encouraging junior and senior leaders to share their tacit knowledge with all. Old Initial Entry Training (IET) and IMT Journal editions are already posted on the webpage for easy access to all. Much of the material in these older articles still has relevance to trainers today. As we experience the change of command season every summer, entirely too much experience walks out the door with every leader who experiences a Permanent Change of Station (PCS). A new commander comes into IMT, and

the steep learning cycle repeats itself. New leaders take a year to become very knowledgeable of IMT TTPs, but do not share their ideas well in their last year as they prepare to PCS. This cycle leads to a two year training paradigm in units that is continuously repeated with old ideas sometimes coming back into vogue a few years later. This website is designed to prevent reinventing the IMT wheel. As leaders approach the end of their tour, they need to write articles and share what they have learned. Sharing knowledge is the power to influence. We must improve in capturing our lessons learned on paper. These articles can stimulate training discussions and lead to better ways of teaching the Program of Instruction (POI).

The G5, in conjunction with the G3, needs to canvass the units for the best training and administrative products that can be posted on the webpage. We cannot allow material to slip out of our grasp when hard drives are wiped clean as departing leaders PCS. The website acts as a repository for successful ideas. The products can be in the form of unit Standard Operating Procedures (SOPs), techniques written down by leaders, Cycle After Action Reviews (CAARs), training cards, and other unit training products. The best ideas percolate up from junior leaders. We need to be capturing these and sharing them with the entire IMT community. The CAAR info will be kept on the Share Point site as it has too much unit information for the open web. Training notes from senior leaders can also be posted and tracked on the website. If the CG puts out a guidance email, it may be worth retaining on the webpage for future referral. As we look at the 50% or greater cadre turnover each year, it is beneficial to have the information a link away for new cadre members as they arrive.

The website, besides providing a forum to interchange IMT ideas, can be a place for other communities of interest to exchange ideas. The athletic trainer community can use this site to capture its lessons learned in IMT. As they have been piloted at selected installations and are now being expanded, they have learned many successful techniques that need to be shared with other civilian athletic trainers as they are hired. The steep learning curves of newly hired athletic trainers can be reduced by shared tacit knowledge from the veteran trainers.

Even as the athletic trainer population matures, they can still share great TTPs with others to increase their effectiveness. Each trainer has different training experiences and can share how they have modified techniques to help Soldiers. These ideas must be shared to help everyone—no more six months to learn your job in a new military environment. The sharing of knowledge on the webpage minimized the adjustment period.

The site also contains a repository of training videos that enable trainers to see real training before they experience it. Ideal for Leader Development Training and Training Support (Victory University), these videos show real cadre training actual Initial Entry Training (IET) Soldiers. These videos are not intended for new Soldiers or Families. They are meant for cadre to see what can go right and wrong in training. They do not always show what right looks like. Sometimes they show errors that our cadre make during training. The videos have basic questions to help guide cadre discussion. You can AAR the event as if it was one of your elements training (it may have been for all you know). A team has traveled all over Fort Jackson to collect the videos, going to training venues that focus on cadre in action. When watching the videos, concentrate on the cadre actions and how the Soldiers are learning. Look for effectiveness in the video clips. If you have some better ideas for future videos, contact the G5 with your suggestions. As we look to improve teaching skills in our cadre, we need to concentrate on successful techniques that model coaching and facilitation. Our cadre needs further refinement, and these videos can help a battalion in its certification process. The films can reinforce learning points by showing actual field training events that are difficult for a unit to replicate when they are on cycle break or not on that particular range.

The webpage also has a profession of arms (PoA) site to capture the Army's ongoing review of the profession and the excellent material that has been written on it. Again, the site is convenient to the user that is checking on IMT material to read material quickly that has been referenced by the chain of command on Fort Jackson. The CG and Post CSM also have a rigorous leadership program for Battalion Commanders and CSMs. Material related to this

program is also posted for them to review and to retain as they experience the various learning and developmental assignments.

Finally, the site can execute a blog site. Hosted by the G5, the site has the technological ability to have an open or AKO-protected blog capability. This site would be IMT-centric and best done on the protected Share Point site. Although this Fort Jackson site would limit most other IMT sites from participating, the open and frank dialogue would best be done on a protected site. Open dialogue sites have not been used well on social media for leader training discussions. Other training venues, such as the Army Training Network, have been focused on tactical lessons learned and adjustments to theater TTPs. We need to enable the IMT community to share ideas and issues. The answer to a particular problem on Fort Jackson may have been developed at another installation, and solutions at Jackson may be what other IMT installations could use.

CONCLUSION

The Fort Jackson leadership development webpage focuses on making future IMT leaders. The posted materials enable cadre to learn what works quickly and efficiently. Articles, both new and old, allow leaders to process tacit knowledge and better prepare for their first cycles and classes. The videos let them grapple with learning and teaching techniques, so they will be prepared appropriately upon arriving at the training sites. Without intentionality, we will not improve our IMT leadership and teaching. This website is aimed at improving our cadre. It is a living and evolving website tool. We want to make it better, so give the G5 your best ideas. Send him material to post, and write IMT articles.