

**Bradley A. Lavite**  
**IT 500: Principles of Instructional Technology**  
**Initial Design Project**  
**September 24, 2008**

Brad – Let me start by saying that I have thought your project was a good idea from the first time I heard about it. That being said, my experience with military jargon, military concepts, and even people in the military is extremely limited on a good day. Not that I'm not appreciative of those who serve, quite the contrary. As you know I do everything I can to work with my students who are in the military and are deployed. I have great respect for all of you – I simply am ignorant about the military. So, many questions I ask may seem very simple to you, but I simply don't know, don't understand, or don't have the background to contextualize what it is that you are trying to explain in your paper. I do feel that your paper is very good. I found very few "holes" but I did ask a lot of questions. I told most of the other students in IT 500 to work towards answering or eliminating my questions as they worked toward the next unit check. However, I'm not sure that's something you are allowed to do. I know much of what you do is classified. So, if you can't describe something further, perhaps it would simply be easier to send me an email and tell me that you can't describe something rather than spend a great deal of your time trying to re-phrase something to eliminate my question without really answering it. Does that make sense?

#### **Project Goal:**

This instructional design project will consist of creating an instructional unit explaining to end users, the American Soldier, the process of installing, configuring and utilizing the United States Army's Common Access Card (CAC) that is currently being fielded and used to sign electronic documents sent via Army Knowledge Online (AKO) My Forms.

#### **Project Background:**

The background of this design project stems from the need to instruct Soldiers currently serving in the United States Army, particularly within my command, at this time to sign electronic documents sent via AKO My Forms. The need arises from various places to include advances in technology to include updated Army hardware, software, databases, networks and most notably a Department of Army Directive stating that all Soldiers will begin utilizing this

**Comment [SoE1]:** Brad, I do have a question here. This is not something you necessarily need to include in your design document, but I don't understand. Why is it so vital for soldiers to be able to electronically sign documents using the CAC? Is the Army going 100% paperless? I understand the concept. I don't understand the push to get it done. Are there benefits that I'm not seeing? Again, I'm not sure it would have any impact on your design. It's just something that keeps coming up in my mind when I hear you talk about your project.

new technology to sign and submit documents beginning in fiscal year 2009. That does not mean that the entire system will be fully functional, however, what it does mean that it will be online and that company commanders, such as myself, who are responsible for the training within their companies will need to ensure that the entire program is properly implemented and that all Soldiers are aware of, have the resources and have been properly trained on how to utilize the tools to sign and submit any documents as required by the Army or the Department of Defense.

**Comment [b2]:** I would also expound on the security aspect of the CAC card and system as well as the functionality of signing documents. SFC F

#### **Design Model Selection:**

For this particular design project, the Robert Gagne, Guided Approach to Instructional Design Advising (GAIDA) was selected as Mr. Gagne's most significant contributions were primarily within the field of instructional design were in regards to improving military education and training. He is credited with key instructional developments in military training and instruction that are still widely used today. Many of his early works and theories have been widely disseminated throughout all levels of academia and education and have been translated into what is now known as widely known as computer based training or distance learning.

**Comment [b3]:** What developments are we talking about here?? SFC F

**Weren't you going to combine two models? This is absolutely fine with Gagne's alone. It just seems like I remember reading on the discussion board that you were going to combine Gagne's with one other model.**

#### **Guided Approach to Instructional Design Advising (GAIDA):**

- (1) Gaining attention (reception)

- (2) Informing learners of the objective (expectancy)
- (3) Stimulating recall of prior learning (retrieval)
- (4) Presenting the stimulus (selective perception)
- (5) Providing learning guidance (semantic encoding)
- (6) Eliciting performance (responding)
- (7) Providing feedback (reinforcement)
- (8) Assessing performance (retrieval)
- (9) Enhancing retention and transfer (generalization)

Guided instruction will be developed that consist of analyzing the requirements of the above design project, selecting appropriate media to convey the information to the Soldiers and designing the instructional units that will primarily serve as instructor classroom based or downloadable self-taught computer based training or distance learning.

**Comment [b4]:** I don't think the instructional units were fully explained later in the paper. SFC F

### **Common Access Card (CAC)**

#### **(1) Gaining attention (reception)**

- a. Instruction and/or instructor will provide historical information regarding the CAC and what its intended purpose is for and what the future purposes and uses will be for the card.
- b. Instruction and/or instructor will provide examples of the current CAC to provide a frame of reference and to point out key features of the card that Soldiers need to be aware of prior to moving forward with instruction.
- c. Instruction and/or instructor will have a question set for Soldiers relating to the basic features of the CAC.

**Comment [b5]:** As an appendix, don't forget to include the question set. SFC F

Similar instructional sets will be utilized to gain the attention (reception) of the Soldiers for each required subset or lesson. For example, an instructional set will be developed on the CAC Reader, which is a piece of hardware that attaches to the Soldier's computer and is used in conjunction with the card to digitally sign electronic documents once the software learned in this design project is properly installed and configured. (See Item 5 Providing learning guidance)

(2) Informing learners of the objective (expectancy)

- a. Inform the Soldiers that they will be receiving instructor classroom based or downloadable self-taught computer based training or distance learning on how to properly setup a personal computer for using a CAC. **So are you designing three separate mechanisms for delivery? It sounds like it here 1) traditional, 2) paper modules, 3) web based. Am I reading that correctly?**

(3) Stimulating recall of prior learning (retrieval)

- a. Prerequisites for this particular group of learners have already been determined through various forms of testing both through public and private educational institutions as well as individual internal military training school and internal evaluations and methods. It has been determined that the primary learning tasks for this unit will be organized into detailed step-by-step procedures. Soldiers within this command have received previous instructor classroom based or downloadable self-taught computer based training or distance learning utilizing AKO as well as hand-on real-time training. In addition this unit is a training unit, so it also assumes that Soldiers who have been with the unit for awhile have at least some proficiency with AKO as well as the Department of Army Directive stating that all Soldiers will begin

**Comment [SoE6]:** How does testing determine prerequisites? Wouldn't that mean each learner has the potential to have different pre-requisites. It seems that would make this project a total nightmare to deal with.

**Comment [SoE7]:** What would be an "internal method"?

**Comment [b8]:** How will you validate prerequisites for this training?? SFC F

**Comment [SoE9]:** So there is more than one learning task? What are they? Where do you have them listed?

**Comment [SoE10]:** So is this indicating that the instruction is not one big instructional unit? Is your unit broken down into smaller instructional units? If so, where is that explained?

**Comment [b11]:** Pretty vague here, define a while. SFC F.

**Comment [b12]:** Can you define proficiency.

utilizing this new technology to sign and submit documents beginning in fiscal year 2009.

**Comment [b13]:** Hasn't the fiscal year already began?? What is the deadline, if one has been established.

(4) Presenting the stimulus (selective perception)

- a. Soldiers will be emailed a direct link via AKO alerting them to a new training requirement in their Knowledge Collaboration Center (KCC). A simplified downloadable one page CAC installation and registration instruction sheet will be made available covering this design project. Since the Soldiers will not be able to access the program from home until after the program is installed they will not be able to physically view or utilize the software, however, as discussed previously Soldiers have used this software at the unit and have had the new CACs for some time. They have just recently been required to begin utilizing them to sign documents although it is not a requirement to do so ~~me~~ from home at this time, many have a need and desire to do so for many reasons that is where the need for this guide arose.

**Comment [SoE14]:** Okay, this is just a brief overview of what will be covered, right? You are not anticipating that you can fit all of your instruction on one piece of paper, are you?

**Comment [b15]:** This is kind of confusing. If the Soldier can not access the program from home, how are they going to install it??

**Comment [SoE16]:** Okay, I have totally misunderstood your project up to this point. This equipment that allows soldiers to electronically sign...I wasn't thinking it would be at the soldier's homes. I was thinking it would be on bases – at the PX, etc. So this instruction that you are designing will be massively distributed throughout hundreds of homes? This is much, much bigger than I had envisioned.

(5) Providing learning guidance (semantic encoding)

- a. Step-by-Step instructional units will be created for each of the below topics:
- i. Installation of Department of Defense Security Certificates
  - ii. Installation of Middleware
  - iii. Installation of CAC Reader
  - iv. Registration of CAC with Browser
  - v. Register CAC with AKO

**Comment [b17]:** Does the Army not have these type of documents already available for Soldiers to access?? I would think that a Soldier could easily view the links on AKO to install these types of software. SFC F.

These step-by-step instructional units will be developed in a manner that allows for them to be utilized at home by individual Soldiers via the internet or at their units in a computer lab or within distance learning environments with terminal services.

**Okay earlier I thought you were creating 3 different versions of this instruction. Now I think it sounds like you are creating one instructional unit (with the 5 modules as listed above) and then you are going to make this one instructional unit available to the soldiers in a variety of ways. Is this correct?** The reason behind this is because many units have

computer labs established and the labs are still not set up for CAC use. This instruction will permit unit commanders to bring untrained Soldiers who may not be familiar with AKO or CACs at all into an Army lab or connect with them remotely from home and they will be able to receive bottom-up instruction. In a terminal service environment an instructor would be able to demonstrate how to install each of the outlined software packages and configure them as needed while a Soldier watches on their own monitor. After performing each installation and configuration, the instructor would be able to remotely monitor a Soldier as they perform the required setup and configuration operations as well. **And this is real-time, correct? So this type of instruction would require an enormous amount of man hours, given the amount of people who will need this training by 2009. This one to one setup does not seem feasible – or at least not fiscally responsible.**

(6) Eliciting performance (responding)

- a. Since this design project is primarily intended to be one where Soldiers will be learning via the internet in a downloadable self-taught computer based training or distance learning environment it will be left up to them to ensure the tools demonstrated are properly configured on their computers. A step-by-step practice

**Comment [b18]:** I agree with your instructor here, you alluded to 3 instructional methods, but only list one type of solution to instruction here. SFC F.

**Comment [SoE19]:** I don't understand the significance of this. Can the soldiers not do the instructional unit if the computer lab doesn't have CAC use set up? I thought the instruction was to teach this. Are you saying that it needs to be set up before they can even learn about it? If so, that seems counter productive. Surely I am misunderstanding this.

**Comment [b20]:** Does this mean that Soldiers will have install software to become a terminal to access this service?? If so, what type of terminal service software would you suggest? Kind of vague here. SFC F.

**Comment [b21]:** You alluded to earlier in your paper that Soldiers would not be able to do this training at home until the software was installed, but now you state that they will be able to connect from home. Maybe expound on this topic a bit. SFC F.

**Comment [b22]:** Who is responsible for the training here, I agree, a lot of man hours here that can be resolved with a more efficient training model. SFC F.

**Comment [SoE23]:** So you are referring to parts i, ii, and iii above, correct?

exercise will be created and provided to ensure that the above software is properly installed and configured and they that can in fact electronically sign a document with their CAC.

(7) Providing feedback (reinforcement)

- a. A 2/334<sup>th</sup> (S3) Training Portal will be created and maintained within AKO to facilitate and assist Soldiers throughout this training process. The AKO training portal will include areas that allow for constant collaboration such as a message centers, forums, knowledge centers, membership directory, training links, training calendar, and end-user feed-back section with polls, surveys and comment section. In addition, Soldiers will have access via AKO to countless troubleshooting forums should they experience problems with their individual CAC and this unit of instruction will also be posted on AKO with a direct link for both Soldier and technical support access during normal AKO business hours.

**Comment [SoE24]:** Is it important for me to understand what this is? If so, I have no idea.

**Comment [SoE25]:** Never mind, you just explained the portal! I should keep reading. Sorry.

(8) Assessing performance (retrieval)

- a. Soldier must electronically sign a document via AKO My Forms and practice routing or emailing the signed form to a fellow Soldier or Supervisor for review.
- b. As the Commander dictates

**Comment [b26]:** Try to define what documents are needed to be signed will further define the need for this program. SFC F.

**Comment [SoE27]:** Did you intend to add more here and forgot? It makes no sense to me as is.

(9) Enhancing retention and transfer (generalization)

- a. Soldiers holding key leadership positions will be required to take and pass the training with 100% accuracy and have access to readers at home for use.
- b. Key leaders will then become train-the-trainers and work to ensure that Soldiers having difficulties understanding CACs and AKO as well as how to digitally sign documents in general know how to and are comfortable with the technology.

**Comment [b28]:** Are you talking about the training that you develop or one that has already been established by the Army. 100% accuracy may be a bit over reaching SFC F.

**Comment [SoE29]:** Is this your criteria or the military's?

**Comment [SoE30]:** Is this something you will asses with a survey? Or are you meaning this in an informal way? The key leaders will simply make sure that soldiers under them have "got it". Is this what you mean?

- c. Work toward assigning administrative and maintenance type roles to Soldiers within the command to update and monitor content posted on 2/334<sup>th</sup> AKO (S3) Training Portal to further facilitate retention and transfer of content. **This sounds like real data manipulation. Earlier when you were talking about soldiers practicing to use the CAC to electronically sign, it sounded like it was a practice document – not a real government document that had serious consequences if someone messed up the process. However, what you have written for letter C above sounds like real data manipulation within the program. Is that correct? If so, what happens if a soldier messes that up?**

**Comment [b31]:** I would explain that this type of update is a responsibility of the individual assigned to that position whether it be training, personnel, etc.... SFC F.

#### Conclusion:

Overall, this design project will go along way in helping the Army and the Soldiers at all experience levels fully understand and appreciate the CAC and AKO My Forms. The primary problem with them both at this time is that the Army failed to properly train the Soldiers on what **was** expected and how implementation would affect their day-to-day operations of their jobs and military occupations, therefore many Soldiers have been dragging their feet and have been unwilling participants in taking a hold of and embracing this new technology until the last minute. The Army's technology advances so fast that it is hard even for the most novice user to keep abreast of recent updates and changes. It is expected that since commanders are all educated, in charge and paid well that they are to just go implement and **do it like it was yesterday**. Although the time deadline is not that tight it just seems that way as the amount of information is overwhelming, the pace of technology is staggering; no training for the

**Comment [b32]:** Is your final objective to have this at unit level or to train initial entry soldiers so the unit would not be strapped with this type of responsibility as well. SFC F.

**Comment [b33]:** Are you alluding to Soldiers who have been in for some time or newer Soldiers? Today's initial entry Soldier is more receptive to computer based training that the Soldiers of yesteryear, so I would think it would be easy to assimilate this training to younger Soldiers earlier. SFC F.

**Comment [SoE34]:** What do you mean by this?

**Comment [b35]:** Try to avoid the clichés and come to the point on this sentence. Your instructor doesn't understand this phrase and most of the civilians won't either. SFC F.



implementers and the next version or release is already on the way! **Almost sounds like a Windows upgrade.** 😊

**Brad – the only thing I’m thinking of as I finished reading your document is this:**  
**It’s not clear to me what your objectives are. I understand the over arching goal of having soldiers understand how to successfully use the CAC to electronically sign documents. However, I’m sure there are objectives within that goal.**

**Perhaps something like:**

**Understands the need for electronic signatures.**

**Understands how to operate the CAC equipment.**

**Understand how to access documents needing to be signed, etc.**

**Comment [b36]:** This is the MY FORMS portal I was talking about earlier. Need to expound on these 3 subjects, I agree. SFC F.

**But I don’t see any of those objectives outright stated. Am I missing it? Was it listed somewhere and I just read right through it? If so, please tell me where to look.**

**I really feel like you did an outstanding job on this proposal. It was far better than many I received in this class. Thank you for your effort. Hopefully all of my basic questions won’t frustrate you.**

SFC Fauset

I would expound on why the process is moving toward a paperless age and why the process is so important. I would also include a description of MY FORMS and an understanding on what that place is for. You are talking about document processing but have failed to include one of the most important repositories in the AKO environment, MY FORMS. Get deeper with the explanation of CAC and CAC readers so they understand how they relate to one another and how the equipment has to be on the computer being used for full advantage of the CAC card. Explain how we came about to this age with some background to establish a base so people fully understand why the military moved to this position. Also, try to use some statistics on how effective this program has been or is projected to be. I am sure there are some places within the G-6 realm that can provide you with those stats. I think I just read on AKO where we had our 1 billionth log on last month. A little research on that might go a long way on making your case. I would also get deeper into how to move your training plan from paper to process and what your end state objectives are. I really don't see those here and I don't see enough stats to back up your reasoning for taking on this project. Just to say that there is a need is an observation, not a justification for the resources that are going to be needed for this project. All in all an interesting project, and one that you should be able to make a great case for. Good Luck, let me know if you need anything else.

### **References**

Kearsley, G. (1994). *Conditions of Learning (R. Gagne)*. Retrieved Sep. 28, 2008, from <http://tip.psychology.org/gagne.html>.

Pedroni, L. (n.d.). *Robert Gagne*. Retrieved Sep. 28, 2008, from <http://www.my-ecoach.com/idtheline/theory/gagne.html>.