



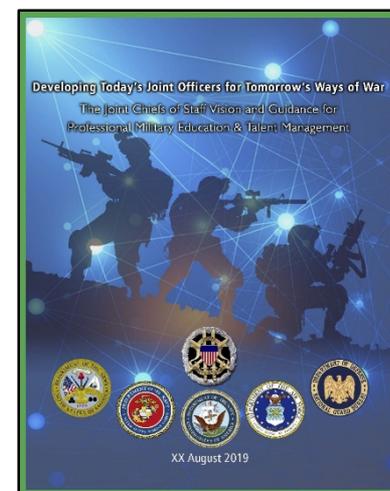
JCS Vision and Guidance for PME & Talent Management

and

Optimizing Joint Leader Development

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MG Lew Irwin
Director, Joint Force Development and Design Center, J-7
Commandant, Joint Forces Staff College, NDU

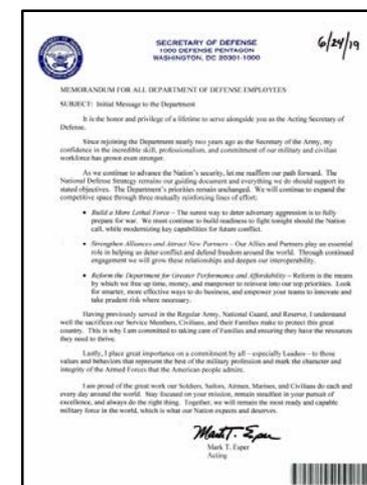
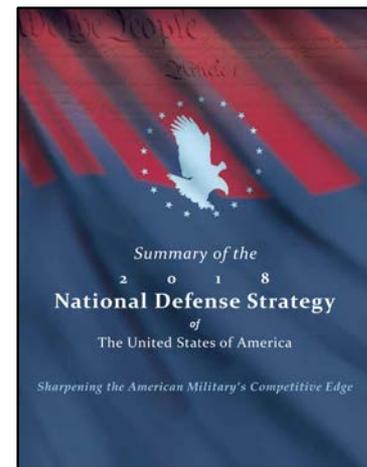




SECDEF's Initial Guidance: "Fully Implement the 2018 NDS"

"... We will continue to expand the competitive space through three mutually reinforcing lines of effort:

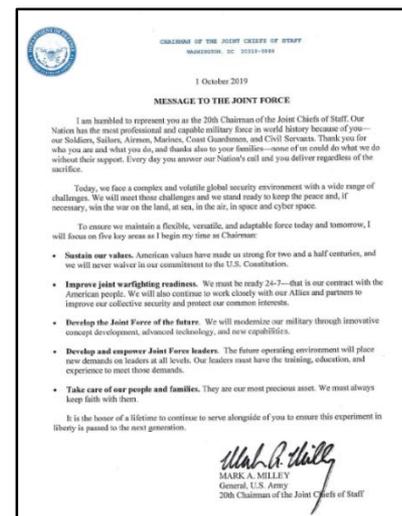
- *Build a More Lethal Force...*
- *Strengthen Alliances and Attract New Partners...*
- *Reform the Department for Greater Performance and Affordability..."*





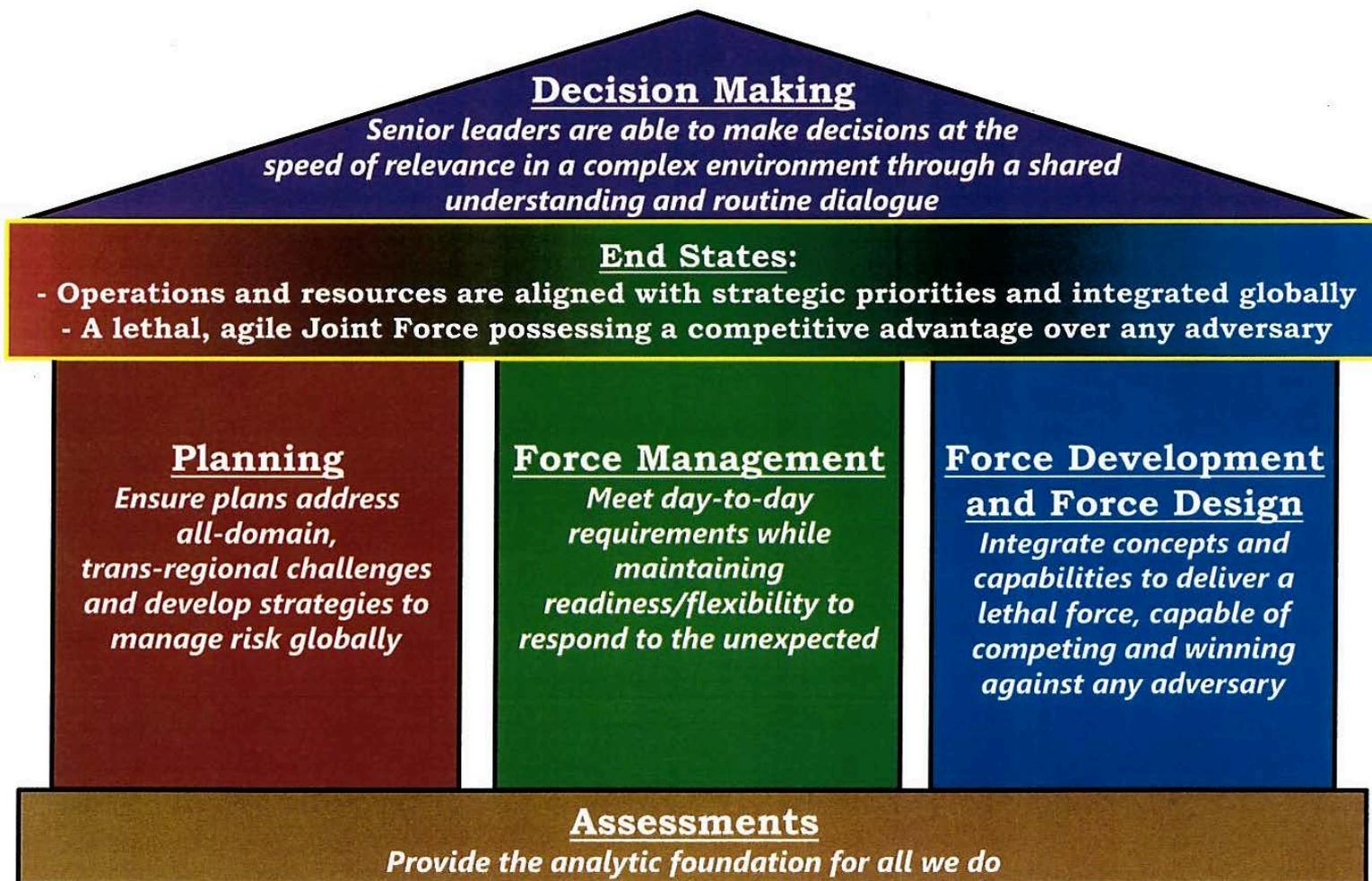
Chairman Milley's Initial Guidance

- **Sustain our values**
 - American values made us strong for two and a half centuries, and we will never waiver in our commitment to the U.S. Constitution.
- **Improve joint warfighting readiness**
 - We must be ready 24-7 – that is our contract with the American people; we will also continue to work closely with our allies and partners to improve our collective security and protect our common interests.
- **Develop the Joint Force of the future**
 - We will modernize our military through innovative concept development, advanced technology, and new capabilities.
- **Develop and empower Joint Force leaders**
 - The future operating environment will place new demands on leaders at all levels; our leaders must have the training, education, and experience to meet those demands.
- **Take care of our people and families**
 - They are our most precious asset; we must always keep faith with them.





National Military Strategy - Global Integration





JCS Vision and Guidance for PME & Talent Management

Transforming our leader development to maintain our competitive advantage and successfully prepare for emerging ways of war.

The Military Problem: The evolving and dynamic security environment, which includes disruptive changes in the character and conduct of warfare, which demand:

- Continuous integration of national instruments of power and influence in support of national objectives;
- Critical strategic thinking across the Joint Staff and other joint headquarters;
- Unprecedented degree of global integration of the all-domain resources available from our Combatant Commands in order to generate advantage for ourselves and dilemmas for our competitors;
- Creative approaches to joint warfighting and sustaining momentum in our campaigns;
- Highly effective coalition, allied, international partner and U.S. coordination and integration;
- Deeper understanding of the implications of disruptive and future technologies for adversaries and ourselves.

Our Central Aim:
The development of strategically thinking joint warfighters, who can think critically and creatively, apply military power to inform national strategy, conduct globally integrated operations, and fight under conditions of disruptive change.

Intent:

- A new trajectory for our PME enterprise that includes associated Talent Management (TM) systems.
- A fully aligned PME and TM system that identifies, develops, and utilizes strategically minded, critical thinking, and creative joint warfighters skilled in the art of war and the practical and ethical application of lethal military power.
- Leaders at all levels who can achieve intellectual overmatch against adversaries.
- Will include an Implementation Plan

Desired Learning Continuum End State for PME: Warfighting joint leaders, senior staff officers, and strategists that:

- Discern the military dimensions of a challenge affecting national interest, frame the issue at the policy level, and recommend viable military options within the overarching frameworks of globally integrated operations;
- Anticipate and lead rapid adaptation and innovation during a dynamic period of acceleration in the rate of change in warfare under the conditions of great power competition and disruptive technology;
- Conduct joint warfighting, at the operational to strategic levels, as all domain, globally integrated warfare, including the ability to integrate allied and partner contributions; and
- Are "strategically minded" warfighters or applied strategists who can execute and adapt strategy through campaigns and operations. All graduates should possess critical and creative thinking skills, emotional intelligence, and effective written, verbal, and visual communications skills to support the development and implementation of strategies and complex operations.

Implementation:
 The Department will achieve the JCS Vision for Professional Military Education and Talent Management through an integrated responsive, Department-wide approach.

First Principles:

1. An integrated OSD, Joint Staff, and Service approach.
2. Close Coordination with Congress, CCMDs, and key Allies.
3. Detailed assessment of PME/JPME stakeholder requirements quantitatively and qualitatively.
4. Senior Leader Involvement and Oversight.
5. Actionable Tasks and Continuous Assessment

Critical Tasks:

1. Adapt and Innovate PME.
2. Infuse Joint Context Throughout Officer Careers.
3. Develop Practical Warfighting Skills.
4. Adapt and Innovate Talent Management.
5. Identify the Right Students.
6. Demand and Reward Academic Excellence.
7. Foster Professional Faculty.
8. Regard PME as a Strategic Asset.
9. Align Education and the Utilization of Talent
10. Leverage Joint Exercise.
11. Identify and Develop Strategists

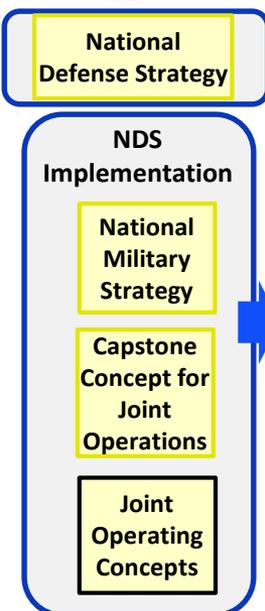
Desired Learning Continuum End State for TM: Service talent management systems should:

- Reward continuous intellectual development and growth;
- Make individual officers accountable for academic performance and record that performance in their permanent records;
- Target officers who have performed well for follow-on assignments that hone newly acquired skills or broadening opportunities to apply their skills in different ways; and
- Match officers' cognitive attributes with appropriate PME opportunities and positions of responsibility, and recommend viable military options within the overarching frameworks of globally integrated operations;

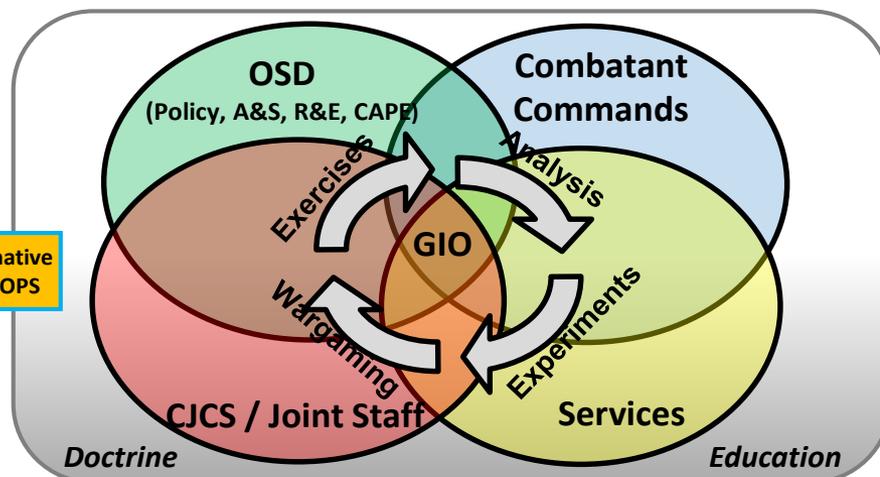
Key “Gray Box” Initiatives/Activities in Support of Joint Force Development & Design



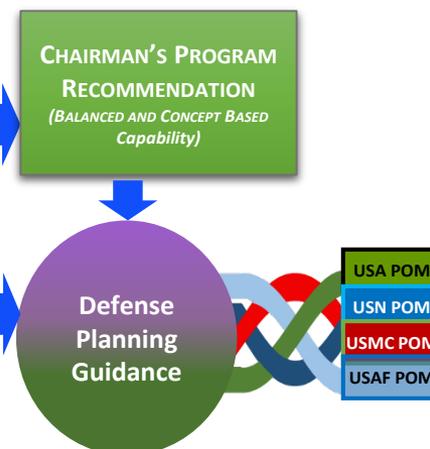
Shared Assessment



Continuous Joint Adaptation and Concept Validation



Joint, Global Campaign Outcomes



PME/JPME/JED:

- JCS Vision and Guidance
- RAND study of JPME
- JCS V/G implementation
- “GOFO Emeritus” inputs
- OPMEP revision, w/ OBME
- I-PME Strategy update (J5)
- JP 1-Vol. 1 revised, GI/GIO
- KLEs with OSD, Congress
- PAJE revision ICW OPMEP

J7/FCD/JWED/JT:

- Established JFDDC, JWED
- Joint Warfighting Concept
- Family of Jt. Concepts (FoJC)
- Globally Integrated Exercise
- Globally Integrated War Game
- Jt. “learning events” inventory
- Jt. Experiment KM Platform
- Jt. Experiment input to CPR+
- JOE 2040

NDU/JFSC:

- JFSC JPMEII GI/GIO curric.
- NDU Policy w/ JFDD req'ts
- T/R/E/S/A model adoption
- Peer teaching evaluations
- FAC Handbook adoption
- Academic Program Review
- NDU war game off-site
- JAWS/JCWS link to JFDDC
- Align FAC/student research

Purple =
Topics to be covered in
MECC,
MECC WG



Goals for the MECC

Our Central Aim:

The development of strategically thinking joint warfighters, who can think critically and creatively, apply military power to inform national strategy, conduct globally integrated operations, and fight under conditions of disruptive change.

Draft JCS Vision for PME & Talent Management

Goals for this MECC meeting:

1. Discuss the *JCS Vision and Guidance for PME & Talent Management*, in order to **define and enhance the JPME/PME community's implementation;**
2. Inform the MECC regarding the "Optimize Joint Leader Development" line of effort ISO the *JCS Vision*, in order to **align the JPME/PME enterprise;**
3. Inform the MECC on the ongoing work in the Joint Force Development & Design (JFDD) production lines, in order to **find opportunities to align the intellectual capital of the JPME/PME enterprise with Joint Force development and design requirements;** and to
4. Update, inform, discuss, and deliberate as a Joint learning community, in order to **chart the way forward for collaboration as a community of practice.**