



JCS PME & Talent Management Vision Implementation

Military Education Coordination Council

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24 October 2019

Agenda

1. Vision Modified MDMP
 - a) Situation
 - b) Critical Tasks
 - c) Implied Tasks
 - d) Framework
2. Implementation Plan
3. RAND Study
4. GO/FO Emeritus



1. The changing character of war and conflict requires the Joint Force to **transform leader development** to maintain a competitive advantage
2. The **Joint Chiefs of Staff (JCS) have developed a shared vision** of strategically minded joint warfighters who can lead through disruptive change
3. The purpose of the vision is to guide the maturation of leader development strategies **and talent management** approaches
4. For the Joint Force, changes in the character and conduct of war and operations demand:
 - a) **Continuous integration of national instruments of power and influence in support of national objectives**
 - b) **Critical strategic thinking** across the Joint Staff and other joint headquarters
 - c) **Unprecedented degree of global integration of the all-domain resources available from our CCMDs to generate advantage for ourselves and dilemmas for our competitors**
 - d) Creative approaches to joint warfighting and sustaining momentum in our campaigns
 - e) Effective **coalition, allied, international partner and U.S. coordination/integration**
 - f) **Understanding the implications of disruptive/future technologies**



PME and TM Vision Critical Tasks (Specified)

Critical Task		OPMEP	JM&PP / JOMPP	Other
1	Adapt and Innovate PME	Yes		
2	Infuse Joint Context throughout Officer Careers	Yes		
3	Develop Practical Warfighting Skills	Partial		CCJO Implementation
4	Adapt and innovate Talent Management		Yes	
5	Identify The Right Students		Yes	
6	Demand and Reward Academic Excellence	Yes		
7	Foster Professional Faculty	Partial	Partial	
8	Regard PME as a Strategic Asset	Yes		
9	Align Education and Utilization of Talent	Partial	Partial	
10	Leverage Joint Exercises			CCJO Implementation & Assessment Mechanism
11	Identify and Develop Strategists	Partial	Partial	DoDI 1322.PB Vol 5

– Services are integral to all Critical Tasks –



I. Governance

- a) Develop **governance mechanism** to receive assessments and vet guidance for future policy updates.
- b) Develop **GOFO input mechanism** to capture requirements and assist in building consensus for policy updates. (*Constraint*)

II. Implementation

- a) Update **Military Education Policy** to inform curriculum development and student assessment requirements.
- b) Update **Personnel Management Policy** to inform Services of Joint Force 2030 requirements and establish linkage to PME policy.

- III. **Assessment.** Develop **assessment mechanism** to determine how well PME and TM systems fulfill OSD, Joint Staff, and CCMD requirements.



DoDI 1322. PB

Military Education
 1. Military Education
 2. Fellowships
 3. Graduate Ed
 4. SecDef Fellows
 5. Strategic Thinkers Program
 (TBP Nov '19)

DoDI 1300. 19

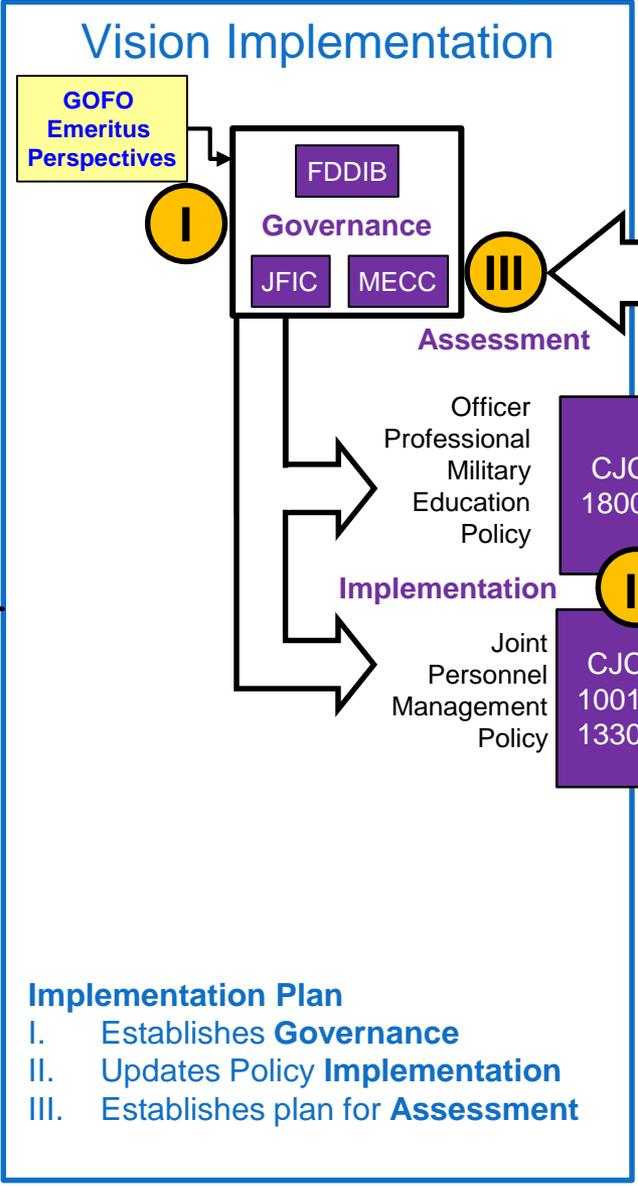
Joint Officer Management Program
 (3 Apr 2018)

JCS PME & TM Vision

Vision for Professional Military Ed and Talent Management
 (TBP Oct '19)

CCJO

Capstone Concept for Joint OPS: Joint Force 2030
 (Jun '19)



GOGO Emeritus Perspectives

I

III

CJCSI 1800.01

CJCSI 1001.01 1330.05

Services & NDU Educate - Services Assign

II

Joint Exercises

Joint Duty Utilization
 (OSD,JS,CCMDs)

Goal

- ✓ Right Officer
- ✓ Right Skills (PME + Experience)
- ✓ Right Time
- ✓ Right Job



Optimizing Joint Leader Development

1. Near Term: Issue JCS PME and TM Vision
2. **Mid-Term:**
 - a) **Develop an Implementation Plan**
 - b) **Initiate RAND Study**
 - c) **Establish GOFO Emeritus Project**
3. Long Term:
 - a) Revise Officer PME policy
 - b) Align faculty and student research
 - c) Integrate with wargaming, experimentation, and Allies



Develop an Implementation Plan



1. Implements 11 Vision Critical Tasks
2. Seeks to align PME with Talent Management
3. Relies on Service Component Acceptance and Implementation



Draft Implementation Plan Tasks (1of2)

NDU/Service Schools

Not All Inclusive

1. NLT AY 22-23, IAW OPMEP, shift PME curricula from a predominantly topic-based model to an outcomes-based approach in order to develop leaders for Joint Force 2030.
2. NLT AY 22-23, IAW OPMEP, update Joint Learning Outcomes for PME programs in order to infuse joint context throughout officer careers.
3. Foster mechanisms for continuous curricula assessment, improvement, and integration in order to ensure curricula stay current.
4. NLT AY 22-23, IAW OPMEP, incorporate Joint Learning Outcomes at the intermediate level that produce graduates ready to serve effectively as staff officers in joint headquarters.
5. NLT AY 22-23, IAW OPMEP, incorporate active and experiential learning, to include case studies grounded in history, to develop the critical and creative thinking skills that warfighters require.
6. NLT AY 22-23, IAW OPMEP, ensure that PME schools leverage live, virtual, constructive, and gaming methodologies to include war games and exercises to develop deeper insight and ingenuity in students.
7. Develop and maintain a library of case studies and colloquia for use across the PME enterprise to incentivize collaboration between schools and facilitate individual learning.
8. As required, update PME school eligibility requirements to facilitate Service assignment of prospective students who have the attributes and professional competencies to contribute to peer learning (CT 5).
9. Identify top academic performers to facilitate talent management processes (CT 6).
10. NLT AY 22-23, IAW OPMEP, reduce coverage of less important survey/informational topics in order to focus students on achieving educational outcomes.



Draft Implementation Plan Tasks (2of2)

Not All Inclusive

Services

1. Adapt and innovate personnel management practices that identify, school, and employ the most talented officers in order to maximize their potential and the benefit to the joint force.
2. Evolve Senior-Level PME selection to focus on talent, potential for strategic responsibilities, and return on investment, rather than on “fair share” allocation to ensure those most likely to serve as warfighting generals and admirals receive a strategic education.
3. Coordinate with Joint Staff, CCMDs and the other Services to insure joint billet data feeds service systems as needed to effectively implement PME and TM policies and directives.

Joint Staff (J1, J5, J7)

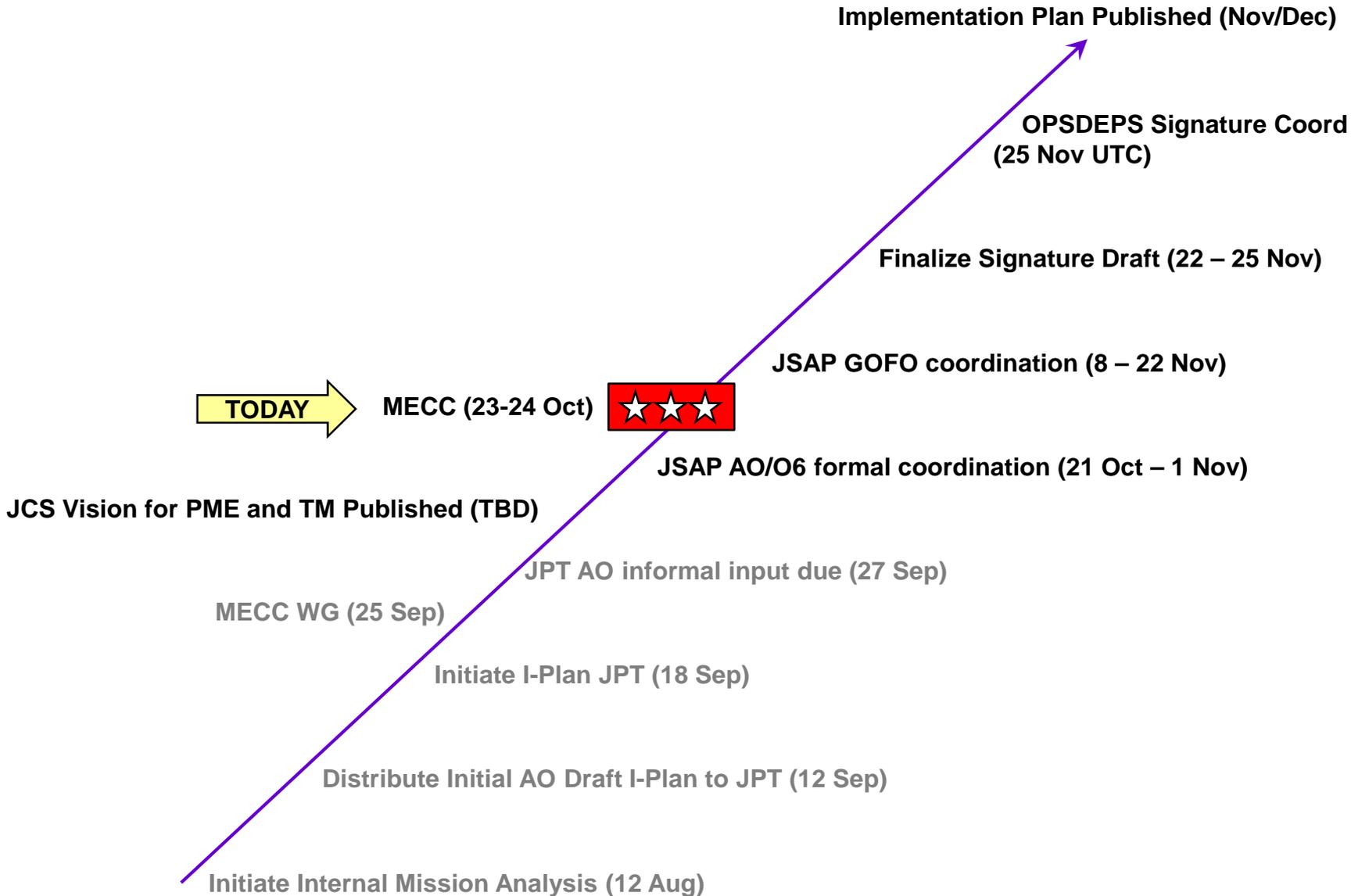
1. Series of coordination tasks with OSD.
2. Update applicable policies (Joint Officer Management, International-PME, PME).
3. Establish governance and assessment (J7).

Joint Headquarters (CCMDs, Joint Staff, OSD)

1. Support the initial FFRDC study in order to develop greater fidelity on joint duty requirements.
2. Update joint billet data to incorporate Joint Force 2030, FFRDC study, and specific JPME requirements, as required, to support changes in Service manpower systems made to better support PME and TM initiatives.
3. Update joint billet data to identify the most critical strategic assignments in order to facilitate Service alignment of PME and TM.



IP Development Timeline





Initiate RAND Study



1. 2018 RAND Study

2. 2019 RAND Study

- RAND Tasks
- Study Timeline
- Next Steps



Key Findings:

- The **joint community perspectives and assessment** of joint educational outcomes and essential joint prerequisites and expectations are **missing** from the JPME governance processes.
- Requires explicit consideration of:
 1. **capabilities needed** by joint educational graduates — given that there are multiple senior educational institutions that confer JPME status and that these programs vary by duration and areas of emphasis, and
 2. **performance requirements needed** across joint assignments — incorporating feedback from senior joint leadership regarding educational prerequisites needed to successfully perform duties in joint assignments

Key Recommendations:

- **Specify** needed joint educational **outcomes** and essential joint prerequisites and expectations.
- **Develop standards** for authoritative data, common methodologies and definitions, and comparison baselines **to assess the impacts** of joint educational and officer management policies and to allow for comparisons across services.



Goal: Ensure JPME outcomes and assessments are informed by Combatant Command (CCmds) performance expectations.

Objectives:

- Develop a valid and **repeatable methodology** to specify, measure, and assess programmatic outcomes of graduates from joint educational institutions and their performance in joint duty assignments
- **Engage key stakeholders** across the CCmds to obtain their perspectives of outcome requirements by demonstrated performance in a joint billet
- **Recommend specific and prioritized actions** to collect quantitative and qualitative assessments based on interviews and analyses to inform senior Joint leadership on joint educational graduate performance



2019 RAND Study Tasks

Task 1: RAND NDRI will review current guidance and plans for implementing OBME in JPME and policies and instructions governing military education and JPME, in general.

Task 2: RAND NDRI will meet with key joint stakeholders to understand and to capture their requirements for essential JPME program outcomes the ways their requirements are reflected in designing joint education instruction.

Task 3: Using the meetings, visits, and document reviews in Tasks 1-2, RAND NDRI will explore and recommend a range of valid approaches to quantify the required programmatic joint outcomes.

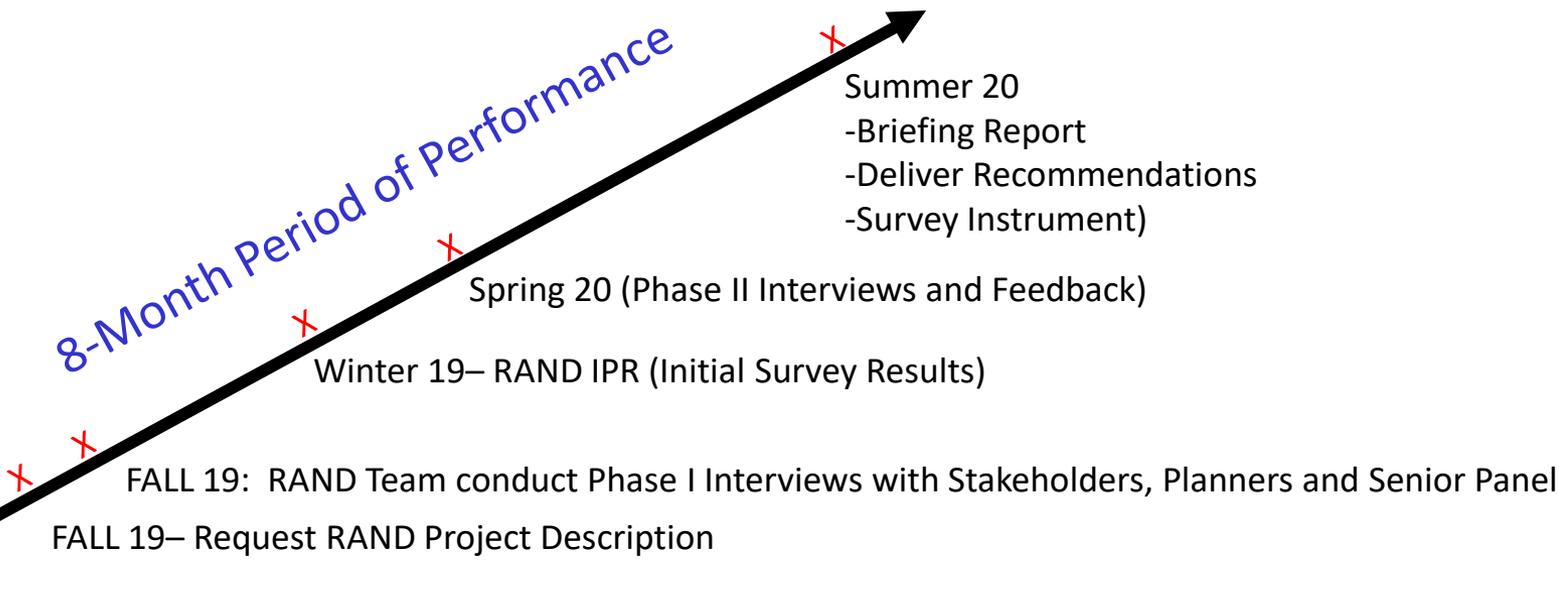
Task 4: Based on these analysis, RAND NDRI will make prioritized recommendations in three areas:

1. Specifications of programmatic outcomes from key joint stakeholders,
2. Appropriate survey tool and multiple means to measure programmatic outcomes, and
3. Considerations for overcoming barriers and obstacles to the successful implementation of outcomes-based military education (OBME) for JPME.



Study Timeline

8-Month Period of Performance



- Next Steps:**
- Secure funding: \$491K via CCIF
 - Commence Study NLT December 2019 with results in approximately 8 months after contract
 - Adjust JPME Requirements/Outcomes as appropriate



Establish GO/FO Emeritus Project



GOFO Emeritus Project Concept

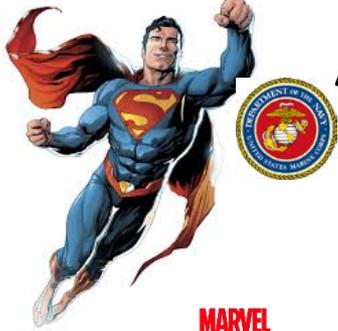
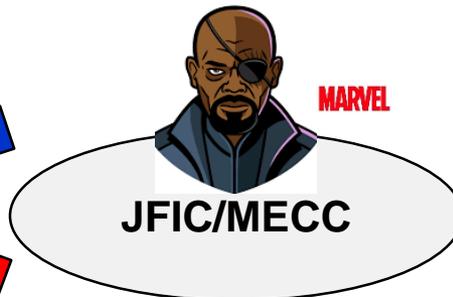
Purpose

1. Provide independent senior 4-star level input and guidance.
2. Provide a vehicle to build JCS consensus on optimizing leader development initiatives.



Challenges

1. Identification/composition of GOFO Emeritus advisors.
2. Funding.



Concept

1. Consists of one to three former senior 4-star general or flag level officers.
2. Joint Staff will engage individually, not a formal panel or study (hub and spoke method).
3. Focus will be on reviewing/refining RAND study outcomes, evaluating recommended policy updates, and advising the JCS on optimizing joint leader development integration.

