

# 73rd MORSS CD Cover Page

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# *Joint Assessment and Enabling Capability*

## **Applying Analytical Rigor to Training Transformation**

### **73rd MORS Symposium**

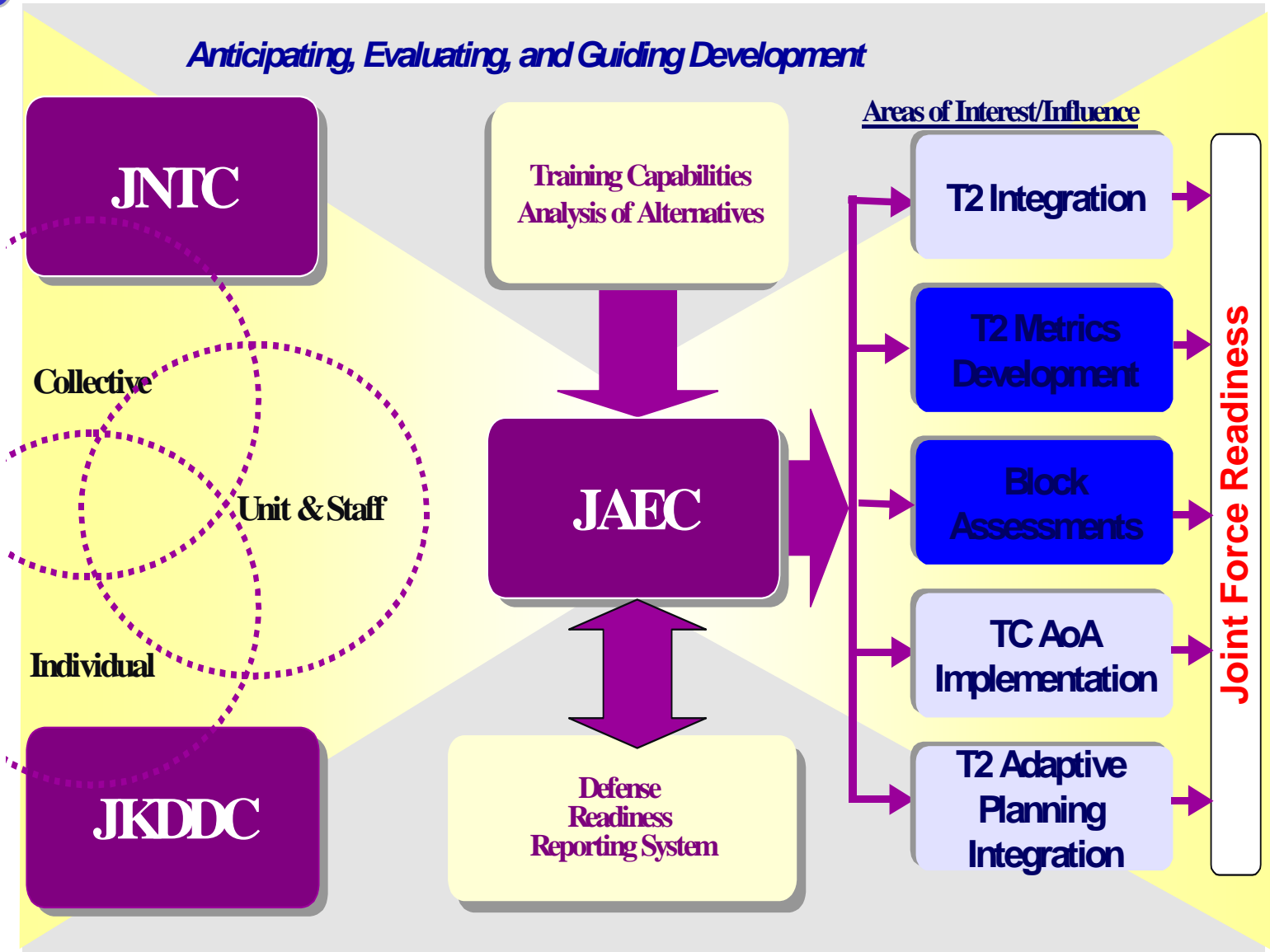
*21-23 June, 2005*

Fred Hartman, Director  
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Joint Assessment and Enabling Capability

Office of the Deputy Under Secretary of Defense (Readiness)  
Readiness and Training, Policy and Programs

# JAEC in Training Transformation

## Training Transformation



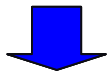
# Developing Metrics for Block Assessments

- Training Transformation (T2) I-Plan established Block Assessments as the primary mechanism for assessing joint training capabilities and T2 integration and management
- Purpose of the Block Assessment
  - Complete a coordinated assessment T2
  - Recommend strategic and programmatic changes to T2 and other related joint training
  - Provide feedback concerning how best to assure that forces are trained to provide the needed operational capabilities, now and in the future

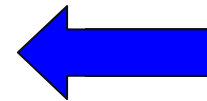
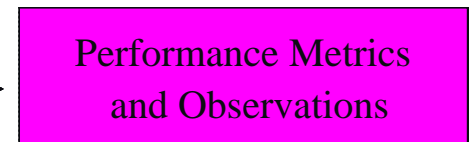
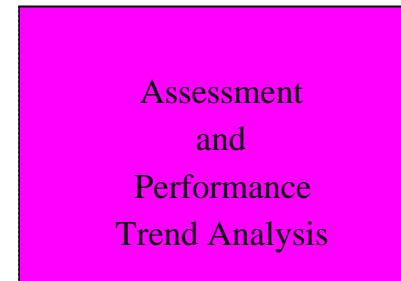
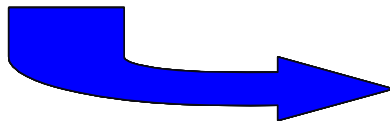
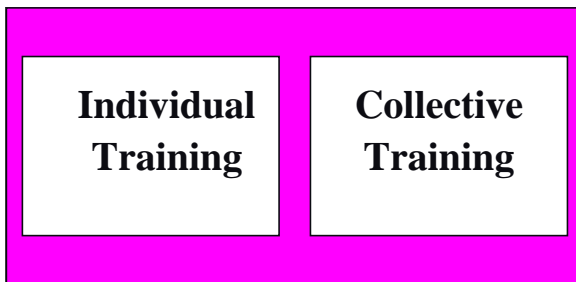
# Relationship Between Training, Operations, and Assessment

Feedback drawn from multiple levels:

- Observations of Training Effectiveness
- “Tactical,” Lessons Learned
- Operational Indicators of Mission Effectiveness



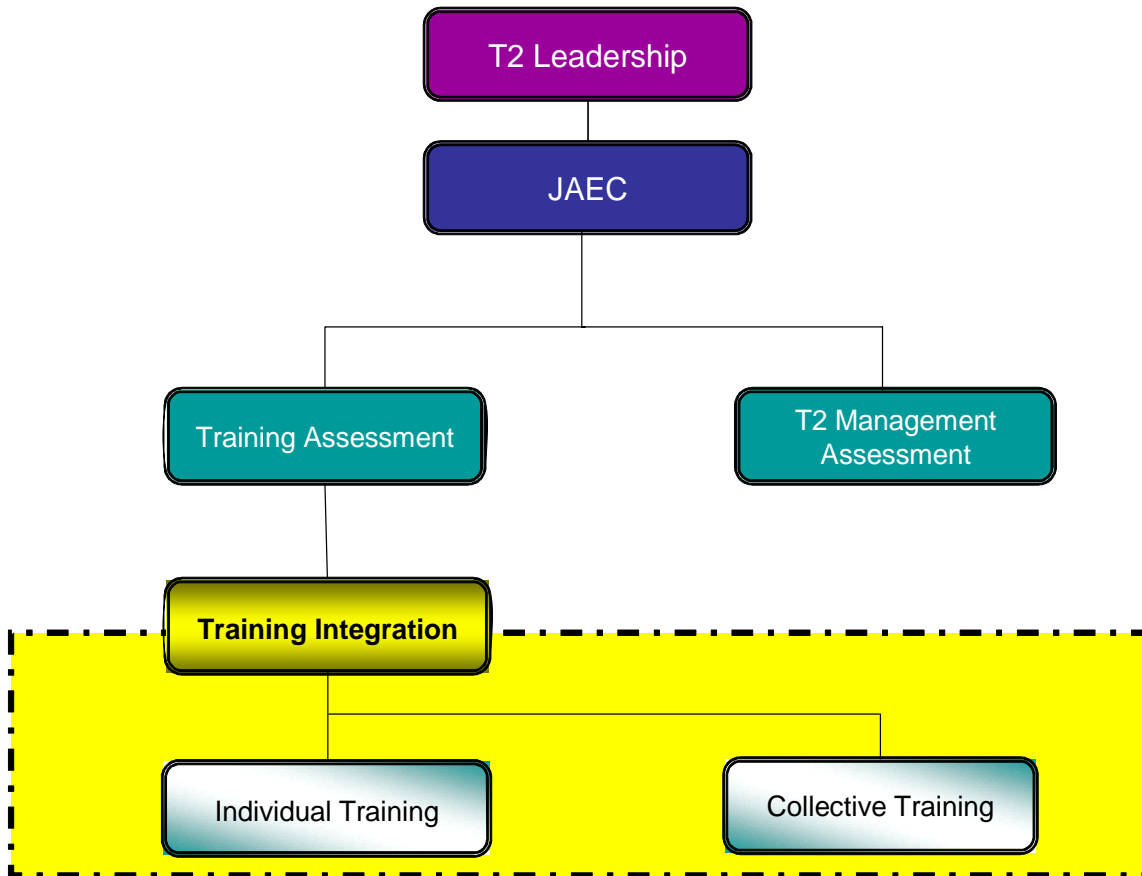
**Actionable Knowledge & Modifications**



# Developing an Analytical Assessment Approach

- Block Assessment will be conducted by experts on two separate panels:
  - Training Assessment Panel
    - Individual Training Assessment Team
    - Collective Training Assessment Team
    - Integration between Individual and Collective Training
  - Management Assessment Panel
- Each Panel will conduct an assessment on their respective piece of T2 by developing metrics in collaboration with the offices primarily responsible for Joint Training

# Block Assessment Organization



# Block Assessment Metrics Development

- Block Assessment is not designed to be an inspection of training organizations
  - Metric development is collaborative process
  - Metrics for the Block Assessment will focus on how the training organizations measure their own production
- Feedback from the Block Assessment will help organizations develop better metrics, and ultimately lead them to better meet operational needs
- Feedback will also provide feedback on current initiatives to Joint Training Leadership in the Department

# Metrics Development

- Individual and Collective Team working groups developed initial set of metrics
  - Teams are composed of JAEC personnel and key players from JNTC, JKDDC, OSD, Joint Staff, and the Services
  - Focused on assessing effectiveness of organizations, plan to incorporate more efficiency measures in FY 07
- Assessment success depends on level of collaboration between JAEC and the training organizations

# Program Assessment Rating Tool

## Assessment Approach

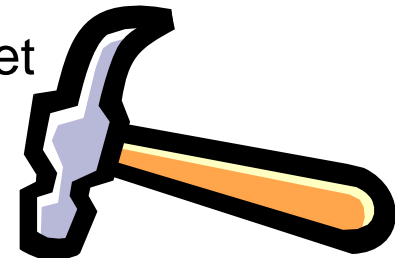
- Program Assessment Rating Tool is run by OMB
  - Approx 20% of all Federal programs are assessed each year
  - Central to Budget and Performance Integration (BPI); focus on results
  - 2005 cycle includes “DoD Training and Education Program,” a \$7B slice of the budget consisting mainly of Budget Activity #3
  - Exclusions: Recruiting (assessed last year) and some specific functions such as Base Support
- PART has a different focus than other JAEC activities: not “T2”

### The Assessment

- For a good evaluation, a program must use performance to:
  - Manage
  - Justify resources
  - Continually improve efficiency
- Requires measures, baselines, and goals
  - Responses must be based on evidence, not impressions
  - OMB is looking for performance, not process

# PART – The Solution

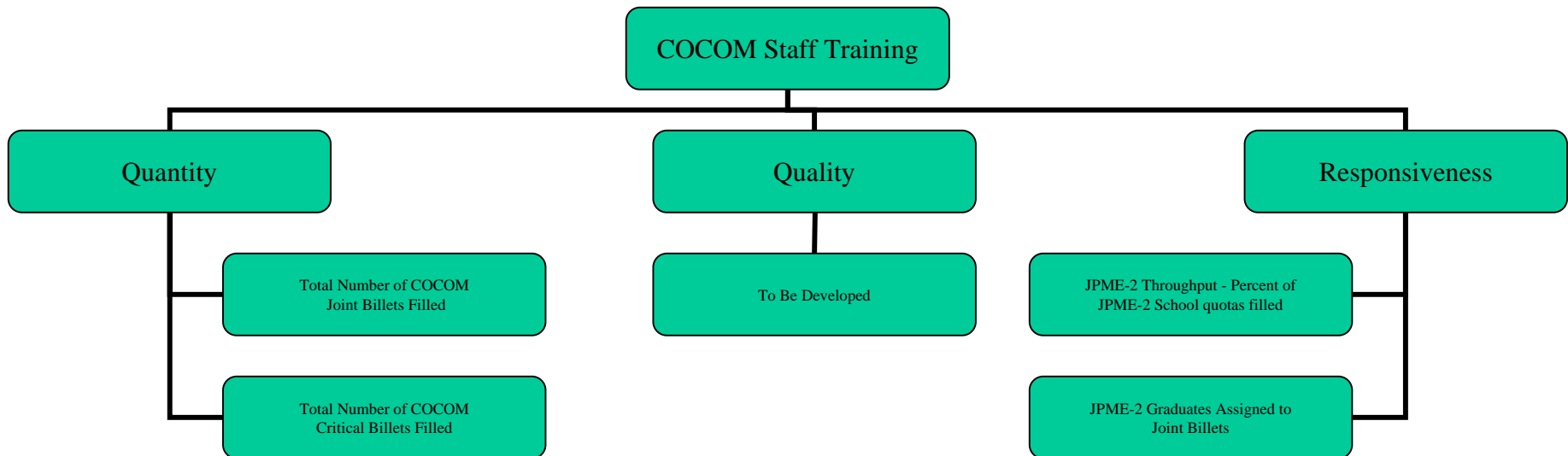
- PART process
  - OSD Director Readiness and Training assigned JAEC to coordinate inputs
  - Expertise lies with Services
- PART emphasizes outcome and efficiency metrics; most DoD Training and Education activities use output metrics
  - ITRR is familiar to PART Team, but it's based on output measures
  - Monitoring Status of Forces brief (for Dr. Chu) has output, outcome, and efficiency measures, but not all that PART needs
- PART measures (*tentative as of draft deadline*)
  - Number of people that complete specified programs (output)
  - % of COCOM staff positions filled by Joint educated personnel (outcome)
  - Cost per student for specified programs (efficiency)
- The hammer: pressure to adjust program budget based on its PART rating



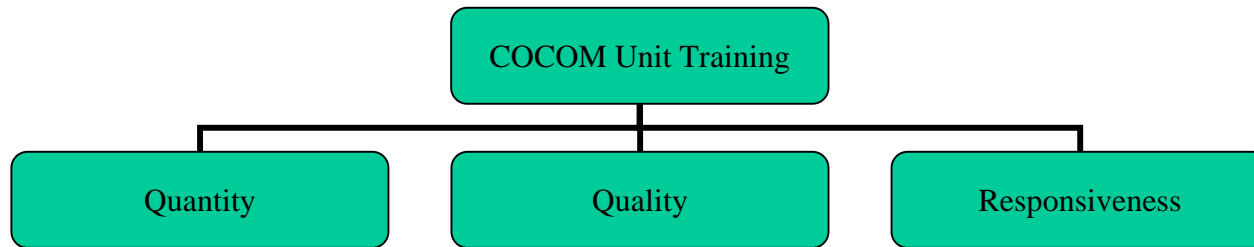
# Balanced Scorecard (BSC)

- USD(P&R) conducts a quarterly BSC
  - JAEC is analyzing the product (Individuals and Units) provided to COCOMs
  - Core question: Are COCOMs receiving Staff Officers and Units that are ready to function in the joint operational environment they will face?
- Analytic approach
  - Focus is on the training, education and experience provided before arrival at the COCOM
  - Coordinating with JS J1, J7, MPP and Services to identify the *correct* Individual metrics
  - Valid data is the key, but difficult to come by; many different aspects to these metrics

# Current COCOM Individual Metrics Tree



# Current COCOM Unit Metrics Tree



*In Development*

*Leverage Block Assessment*