



USSTRATCOM

JSO 101 Alpha Test and Orientation Results

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Results Summary: JSO 101 Alpha Test

- **Seasoned AOs rated the course very favorably (4.0 – 4.6 on a 5.0 Likert scale for effectiveness).**
 - **One exception (3.4) was course effectiveness at moving taskers through the system; AOs felt that the course would help somewhat but that systemic problems at USSTRATCOM were the major factor in low tasker velocity.**
- **“New” AOs gave the course a muted response (2.78 – 3.55 normalized).**
 - **One AO (statistical outlier) rated the course as negatively as possible – zero positive scores or comments.**

Both groups felt that the course would be greatly improved if USSTRATCOM-specific material was used instead of “generic CCMD” information and examples.



Best Practices adopted from JSO 101

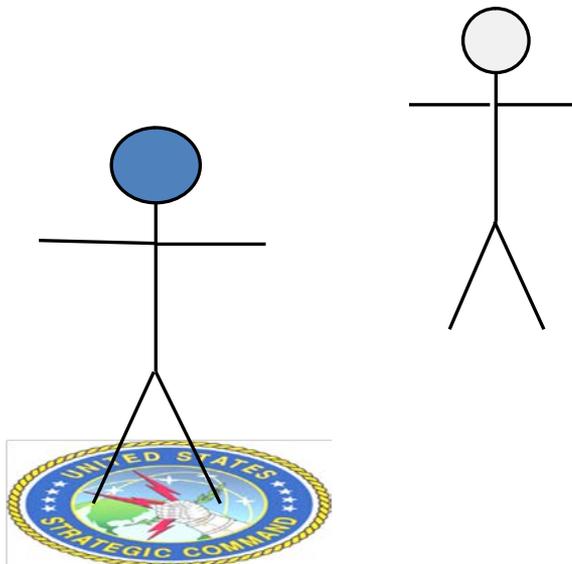
- **USSTRATCOM ensured Joint Staff's 15 core competencies (JOH, p. 1) aligned with our 35 leadership competencies**
- **Separated our 1 day orientation over 3 half days that become more "function specific"**
 - Day 1: USSTRATCOM orientation and staff functions
 - Day 2: Mission training day w/scenario based, table top exercise
 - Day 3: Action officer training, collaborative tools, hands on exercises
- **Each day is able to stand alone**
- **Incorporated the AO Tips, Tricks and Techniques (TTT) sheets into our AO website**



Onboarding

Day one:

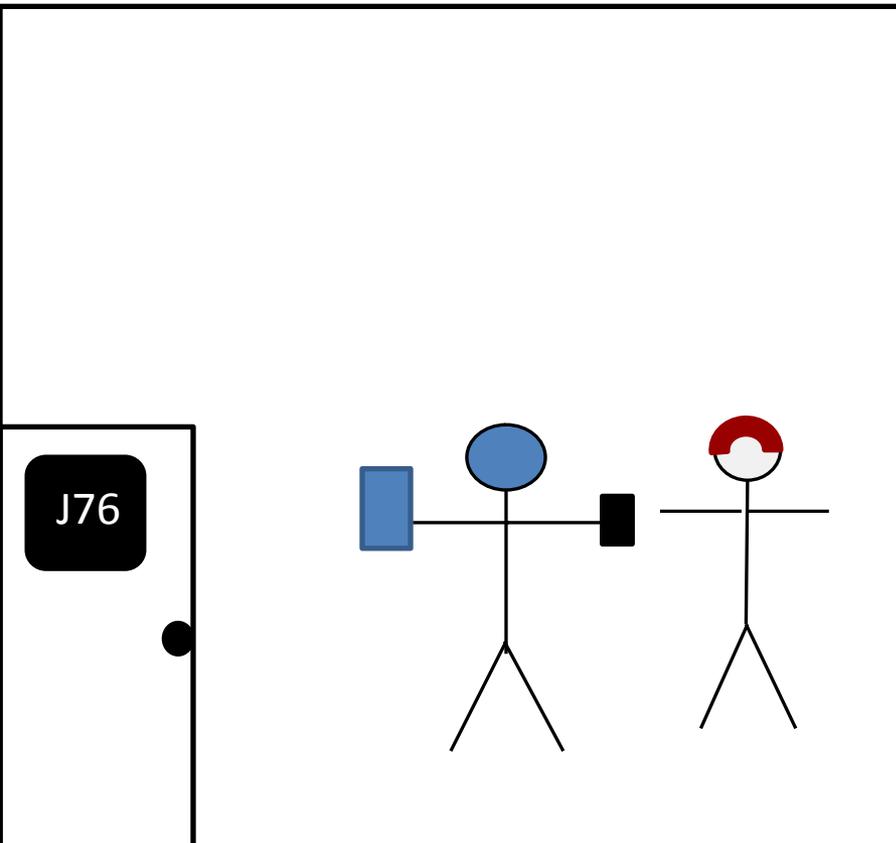
Mr. Blue enters USSTRATCOM and is met by his sponsor. After some preliminary security checks and inprocessing requirements, he is taken to our office in J76.

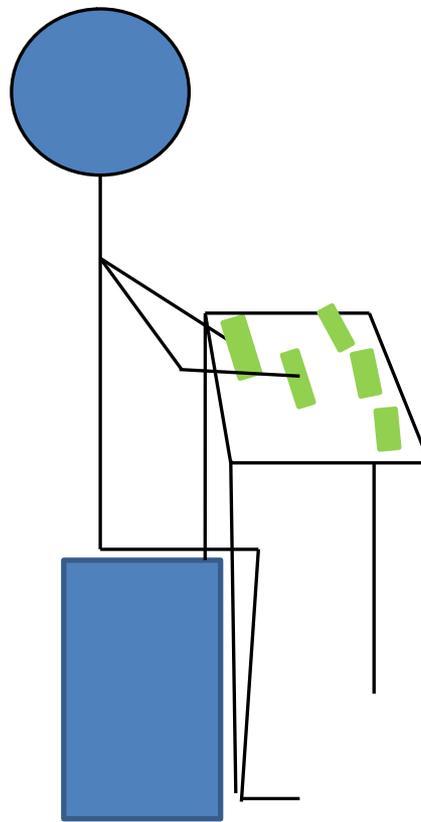




At J76, Mr Blue is provided with:

- a Joint Officer Handbook
- a welcome package (CC welcome, map of the building)
- scheduled for orientation
- a developmental opportunities list (DOL)
- an introduction to his developmental facilitator (DF)
- a Functional area and Leadership “card sort”





Functional Competencies:

- **Deterrence**
- **Space**
- **Cyberspace**
- **Missile Defense**
- **Combating Weapons of Mass Destruction**

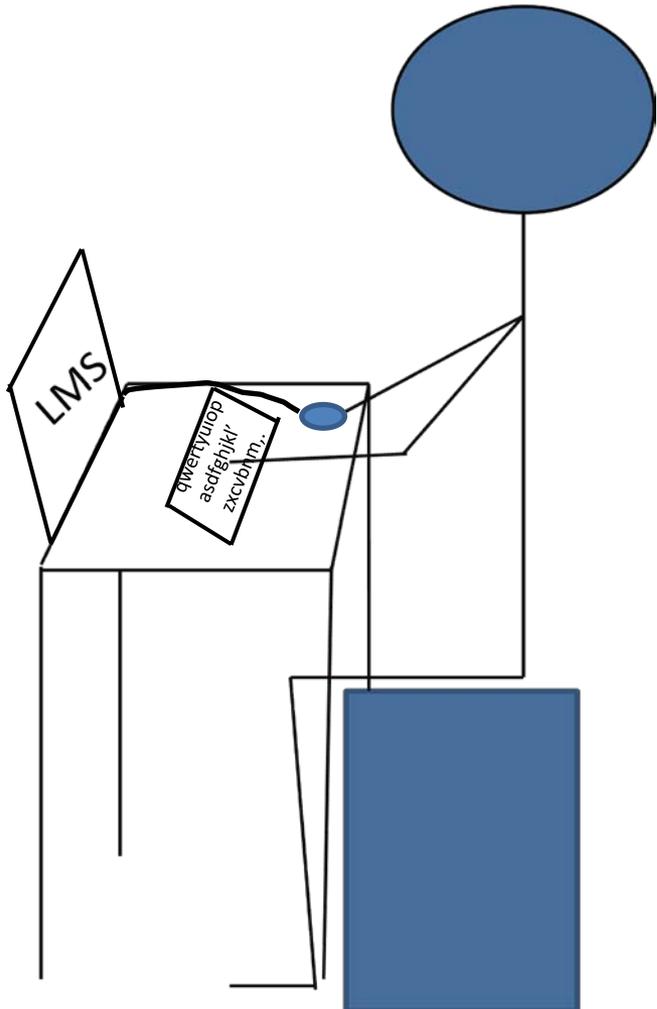
Leadership Competencies (35)

- Diversity
- Public Service
- Integrity/Honesty
- Human Capital Management
- Financial Management
- Decisiveness
- Flexibility
- Problem Solving
- Written and Verbal Communications
- Conflict Management
- Technology Management
- Accountability
- Partnering
- Creativity and Innovation
- Customer Service
- National Security
- Joint Perspective
- Political Savvy
- Developing Others
- Technical Credibility
- Continual Learning
- I can't believe you've read this far
- Influencing and Negotiating
- Vision
- Strategic Thinking

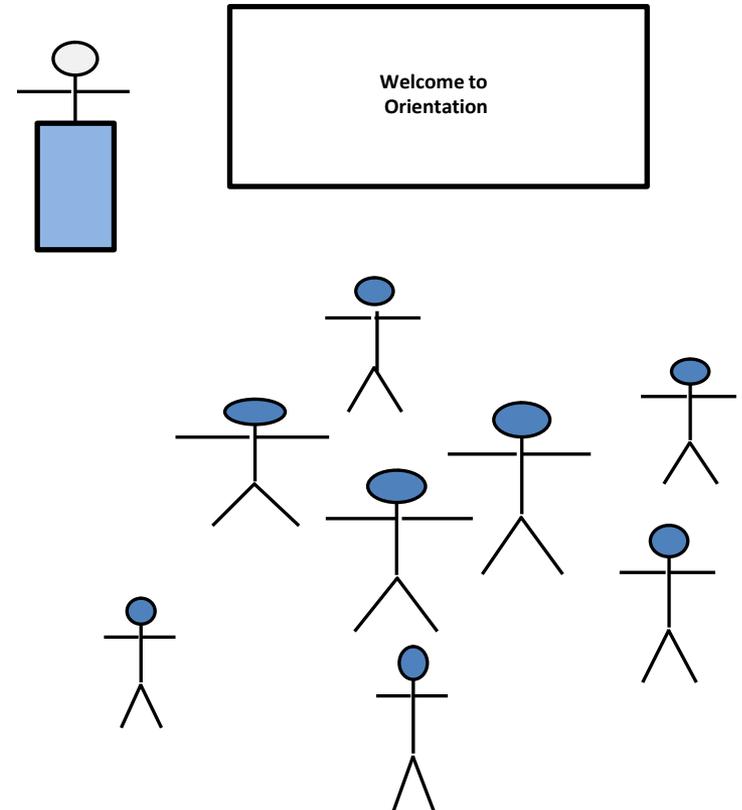
- **The Leadership sort is fed into a computer and analyzed to help his DF identify strengths and weaknesses**
- **His boss will perform the Leadership sort again after 180 days of supervision and report the results to J76 to assist with development of those skills the command values.**
- **The same functional card sort is also given to military members, but they get leadership training through Professional Military Education**



Mr Blue returns to his duty section to accomplish the Learning Management System (LMS) configured DOL reading assignments before orientation

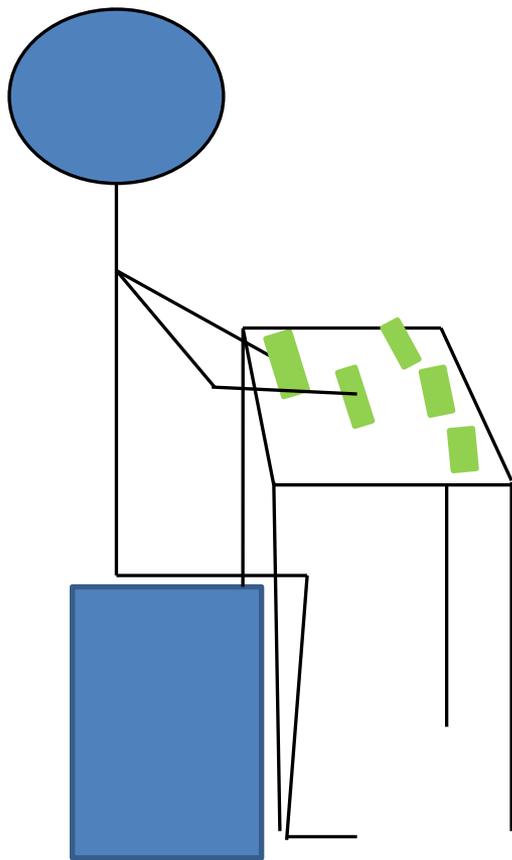


Onboarding Day 1: STRATCOM Orientation
Onboarding Day 2: Mission Training Day
Onboarding Day 3: Action Officer Training





Day 3 of orientation includes a re-evaluation of the functional mission areas which was accomplished on their first visit to J76, the second sort is fed into a computer and analyzed to help his DF identify strengths and weaknesses.



Functional Competencies (5)

- Deterrence
- Space
- Cyberspace
- Missile Defense
- Combating Weapons of Mass Destruction



Facts – Pre and Post Onboarding

Quick analyses of the cards have highlighted the following:

- Pre-onboarding Novice – **10** of 14 persons
- Post-onboarding Novice – **7** of 14 persons
- 4 functional competencies did see improvement
- Space, which the case study is built around saw a slight decline

Limitations:

- small sample size (14) doesn't lend to generalization



Facts – Pre and Post Onboarding

MASTER SPECIALIST 4

Extensive knowledge and experience

SENIOR SPECIALIST 3

Depth of knowledge and experience

SPECIALIST 2

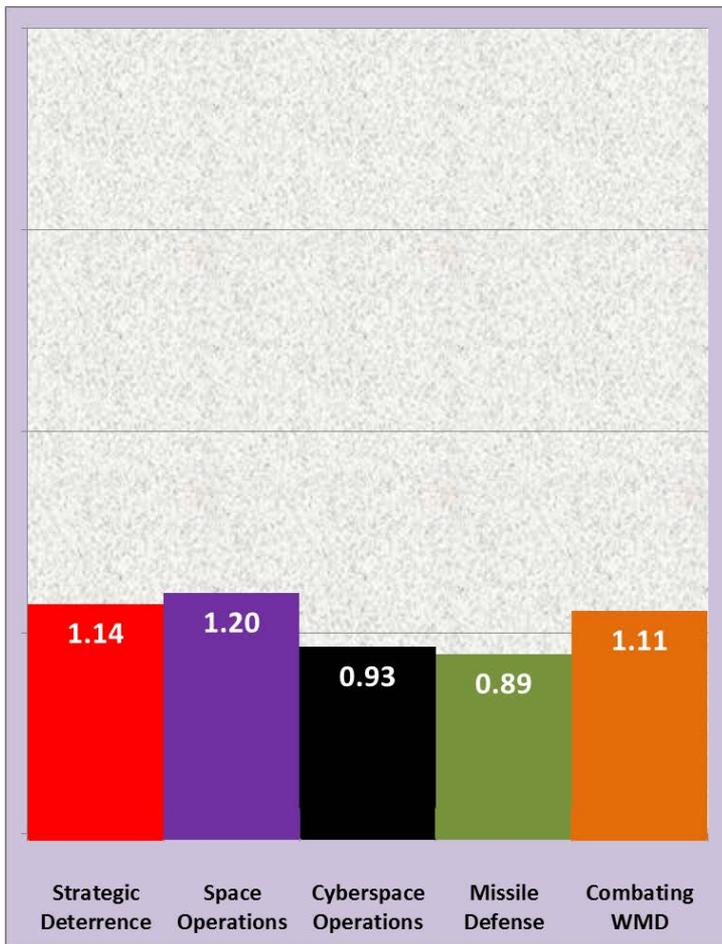
Technically competent, some experience

GENERALIST 1

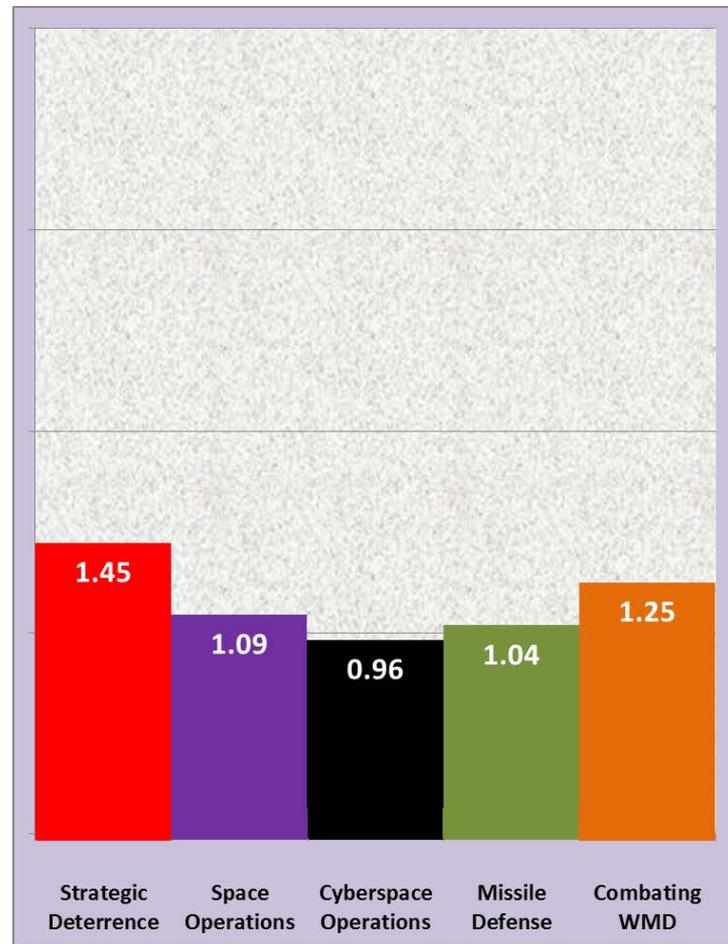
Fundamental knowledge little to no experience

NOVICE 0

Little to no knowledge or experience



Pre

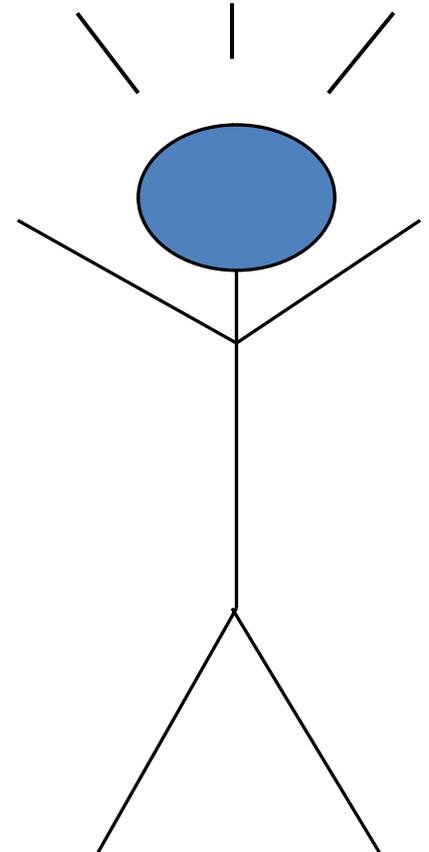


Post



After 180 days, Mr. Blue should have:

- a “Generalist” level of understanding in Functional Mission areas
- his supervisor accomplish a Leadership area evaluation (and every 18 months thereafter)
- A Developmental Facilitator that can monitor his progression through their tenure with Command.





Summary

- JSO 101 Alpha Test curriculum was valuable, but the use of USSTRATCOM-specific material would have maximized effectiveness
- Many of our processes have been improved due to JSO 101 products/efforts



Questions?