

Framing a Strategic  
Approach for

# **Joint Officer Management**

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Harry J. Thie, Margaret C. Harrell, Roland J. Yardley,  
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NATIONAL DEFENSE RESEARCH INSTITUTE

# Framing A Strategic Approach For Joint Officer Management

**Yicheng Fang**



## **Framing A Strategic Approach For Joint Officer Management:**

Framing a Strategic Approach for Joint Officer Management Harry Thie, Rand Corporation, Margaret C. Harrell, Roland J. Yardley, Marian Oshiro, Holly Ann Potter, 2005 The Goldwater Nichols Act of 1986 forged a cultural revolution in the U S armed forces by improving the way in which the Department of Defense DoD prepares for and executes its mission in part by addressing joint officer personnel policies and management requirements In the past 15 years successes in Iraq Operations Desert Shield Storm Bosnia and Afghanistan and more recently in Operation Iraqi Freedom testify to the effectiveness of the joint military force and its warfighting potential However recent studies and assessments have suggested that a strategic approach for joint officer management in terms of education assignment and promotion is necessary to address the challenges that DoD confronts in preparing officers to serve in joint organizations and leadership positions This RAND research sponsored by the Office of the Under Secretary of Defense Personnel and Readiness revisits Goldwater Nichols and defines and frames a strategic approach to further officers development in joint matters Rand web site Framing a Strategic Approach for Reserve Component Joint Officer Management Harry Thie, 2006 This research frames a strategic approach to reserve joint officer management that addresses the requirements for and the supply of joint officers in the reserve component and also accounts for the unique constraints and challenges involved in joint officer management for reserve active status list officers Because the work required of many reservists is becoming increasingly joint the need for a systematic examination of how reserve active status list officers are trained and developed in joint matters is becoming more and more urgent especially given the dramatic increase in the use of the reserve forces A strategic approach to joint officer management for reserve active status list officers must assess the need for officers with prior joint knowledge experience and acculturation in certain positions as well as their availability The authors estimate the supply of joint reserve officers and make several recommendations to help implement a strategic approach to reserve component joint officer management

**Framing a Strategic Approach for Joint Officer Management** ,2005 The Goldwater Nichols Act GNA of 1986 forged a cultural revolution in the U S Armed Forces by improving the way the Department of Defense DoD prepares for and executes its mission Title IV of the GNA addresses joint officer personnel policies and provides specific personnel management requirements for the identification education training promotion and assignment of officers to joint duties Recent studies suggest the need for DoD to revisit joint manpower matters and develop a strategic approach to joint officer management and joint professional military education JPME Additionally the National Defense Authorization Act for Fiscal Year 2002 directed an independent study of joint officer management JPME and the roles of the Secretary of Defense and the Chairman of the Joint Chiefs of Staff While the independent study was in progress the General Accounting Office GAO conducted an assessment of DoD actions to implement provisions in law that address the development of officers in joint matters It also evaluated DoD s ability to fully respond to the provisions of the GNA The GAO stated that a significant

impediment affecting DoD's ability to fully realize the cultural change that was envisioned by the act is the fact that DoD has not taken a strategic approach to develop officers in joint matters. A strategic approach to human resource management determines the need for critical workforce characteristics given missions goals and desired organizational outcomes, assesses availability of the characteristics now and in the future, and suggests changes in management practices for personnel with the characteristics to minimize gaps between need and availability. This report applies a strategic approach to the development of officers in joint matters.

**Framing a Strategic Approach for Reserve Component Joint Officer Management**, 2006. The Department of Defense DoD management processes for active component joint duty assignments, education, and training were built around the solid foundation provided by the Goldwater-Nichols Act (GNA) of 1986. However, it is being increasingly recognized that the current approach to joint matters needs to evolve from its current static format to a more dynamic approach that broadens the definitions of joint matters and joint qualifications and allows for multiple paths to growing the number of joint officers. An important extension of the current strategic plan is a more explicit and strategic consideration of reserve component joint officer management. The need for a systematic examination of how reserve component joint officers are trained and developed is becoming increasingly urgent given the dramatic increase in the use of the reserve forces. Building on work done earlier for the active component with respect to joint officer management, this research focuses on framing a strategic approach to reserve joint officer management that does the following: 1. addresses the requirements for and the supply of joint officers for the reserve component and 2. accounts for the unique constraints of and challenges to reserve joint officer management. A strategic approach for reserve component joint officer management must deliberately determine which jobs require joint experience or which provide it. In particular, given the current strategic intent of the DoD with respect to jointness, push it to its lowest appropriate level; the need for joint experience should be measurable in a much larger number of billets, in particular in billets internal to the service. Moreover, valid joint experience might now be provided by service in billets internal to the services, particularly those associated with Joint Task Forces (JTFs) with service component commands and with joint planning and operations.

*Who is "joint"?* Sheila Nataraj Kirby, Al Crego, Harry Thie, 2006. Several recent studies, including a study authorized under the 2002 National Defense Authorization Act, have indicated the need for the Department of Defense (DoD) to update the practice policy and law applied to Joint Officer Management (JOM) and Joint Professional Military Education. In 2003, DoD asked the RAND Corporation to undertake an analysis that would provide guidance on officer training and development in joint matters. This work builds on that earlier effort. As a lead in to this study, the 2005 Joint Officer Management Census survey polled officers serving in billets that were likely to require joint experience or joint education or provide such experience. More than 21,000 survey responses were collected. This report examines the extent to which officers believe their jobs provide them with joint experience or require them to have had prior joint education, training, or experience, and it examines how respondents' answers differ across

organizations and military services in which the billets are located This report provides a comprehensive reference source for the JOM survey data and demonstrates how the data can be used to anchor a strategic approach to joint officer management

Handbook of Military Administration Jeffrey A. Weber, Johan Eliasson, 2007-12-07 While policy makers are perpetually conceptualizing new reform packages the actual enactment of those reforms is typically more challenging Remarkably the one public institution that is able to meet that challenge is also the largest The United States Department of Defense which employs over 600 000 people and deals with 500 billion in fundin

Advancing the U.S. Air Force's Force-Development Initiative S. Craig Moore, Marygail K. Brauner, 2008-01-23 The following steps are recommended for consistent efficient and effective plans and means for improving the development of U S Air Force officers in their career fields 1 identify the demand for jobs in the field grades major lieutenant colonel and colonel 2 ascertain the backgrounds that officers have accumulated assess the supply 3 compare supply with demand gap analysis and 4 plan ways to close the gaps

**Qualifying Military Health Care Officers as "joint"** Sheila Nataraj Kirby, Harry Thie, 2009 The challenges facing the U S military at home and abroad have highlighted the need for officers including health care officers who are educated and trained in joint matters and prepared to take on the new roles and responsibilities demanded by the current environment This research part of a larger project examining the preparation and support of leaders in the medical field in the civilian and military sectors evaluates the need for and feasibility of qualifying health care officers as joint officers Traditionally officers could attain joint qualification by attending joint professional military education courses and serving in billets that provide them with joint duty experience and are included on the Joint Duty Assignment List JDAL New policy states that officers can also receive this experience in non JDAL billets However both the traditional and current policies preclude the inclusion of certain positions particularly health care officer positions on the JDAL and allow waivers on a case by case basis from the joint requirement for promotion to general or flag officer positions In addition to an extensive policy review the study included an assessment of data from the 2005 Joint Officer Management Census survey suggesting that some health care officers are indeed serving in billets that need and provide joint duty experience for which they should receive credit

The British National Bibliography Arthur James Wells, 2006

**Employed Physician Networks: A Guide to Building Strategic Advantage, Value, and Financial Sustainability** David W. Miller, Terrence R. McWilliams, Travis C. Ansel, 2018-12-11 A strong integrated physician group is essential for any healthcare organization looking to improve patient care within its health system and throughout its community Equip yourself with the skills knowledge and tools you need to turn your organization s employed physician network into a strategic asset Employed Physician Networks A Guide to Building Strategic Advantage Value and Financial Sustainability offers a clear framework for a network s growth from the Novice phase through the High Performing phase and it highlights the key elements that contribute to a successful evolution to high performance With this book healthcare leaders will be able to pinpoint their network s current phase and then apply practical advice and recommendations for

priorities that will likely need to be addressed for the organization and network to progress through the more advanced phases Case studies best practices concrete examples sidebars and checklists help leaders put their plans into action Ultimately executives and organizations will be able to build employed physician networks that reliably manage quality cost and access The book is rounded out with valuable information about interactions with private physicians and the creation of relevant metrics and dashboards Fully informed about success factors barriers and the predictable phases of evolution and growth healthcare leaders can initiate a plan of action that will have a significant impact on a health system s long term success while at the same time improving patient care in their communities **Building, Leading, and Managing**

**Strategic Alliances** Fred A. Kuglin, Jeff Hook, 2002-05-07 Changes in the world economic climate have fundamentally altered not only the way products are created but also the way businesses form and thrive Large organizations once grew by swallowing whole the smaller companies with which they worked Now growth for both large and small companies is fostered and nurtured by strategic alliances This timely book illustrates five types of strategic alliances and how to structure them to achieve the goals of the component companies Drawing from industries such as communications healthcare appliances and defense the book covers How to determine the right type of alliance and structure it to meet each company s stated goals Sharing knowledge and building inter company teams Successfully ending an alliance Filled with sample legal documents and agreements frameworks and guidelines the book is an essential resource for companies considering strategic alliances

NGOs and Organizational Change Alnoor Ebrahim, 2005-05-12 Ebrahim analyses the organizational evolution of NGOs combining case studies with extensive review of literature **Managing Insecurity** Gordon Peake, Eric Scheye, Alice Hills, 2013-09-13 Effective peacebuilding in the aftermath of civil war usually requires the deep reform of security institutions a process frequently known as security sector reform Nearly every major donor as well as a growing number of international organizations supports the reform of security organizations in countries emerging from conflict and suffering high levels of violence But how are reform strategies implemented This collection of nine case studies examines the strategies methods and practices of the policy makers and practitioners engaged in security sector reform uncovering the profound conceptual and practical challenges encountered in transforming policy aspiration into practice This book was previously published as a special issue of Civil Wars **Foreign Operations, Export Financing, and Related Programs Appropriations for 2006**

United States. Congress. House. Committee on Appropriations. Subcommittee on Foreign Operations, Export Financing, and Related Programs, 2005 Romania Army, National Security and Defense Policy Handbook Volume 1 Strategic Information and Developments IBP. Inc., 2017-11-03 2011 Updated Reprint Updated Annually Romania Army National Security and Defense Policy Handbook *Who Is "Joint"? New Evidence from the 2005 Joint Officer Management Census Survey*, 2006 Several recent studies including a study authorized under the 2002 National Defense Authorization Act have indicated the need for the Department of Defense DoD to update the practice policy and law applied to Joint Officer Management JOM and

Joint Professional Military Education JPME to meet the demands of a new era more effectively In 2003 DoD asked the RAND National Defense Research Institute to undertake an analysis that would provide overarching guidance on officer training and development in joint matters The results of that effort were documented in Framing a Strategic Approach for Joint Officer Management Thie et al 2005 This work builds on that earlier effort As a lead in to this effort in summer 2005 the research sponsor and another organization conducted the Joint Officer Management JOM Census survey of individuals serving in billets that were likely to either require prior joint experience or provide officers with joint experience This report provides an overview of the survey responses including the extent to which officers believe that their assignments provide them with joint experience or require them to have prior joint education training or experience As such this report should be of interest particularly to military personnel managers dealing with joint officer management issues Joint Force Quarterly ,1998

**OECD Development Co-operation Peer Reviews: Ireland 2014** OECD,2014-12-02 This peer review of Ireland reviews its development policies and programmes It assesses not just the performance of its development co operation agency but also policy and implementation *Strategic Partnering* Luc Bardin,Raphaël Bardin,Guillaume Bardin,2013-11-03 Strategic Partnering remove chance and deliver consistent success is designed to take the guesswork out and provide you with a ground breaking and fully encompassing system of rules and processes to make your partnering strategy a vitally important and transformational reality Supported by invaluable insights from a wealth of senior leaders across a range of leading global organizations the book introduces a comprehensive and practical new model of demonstrated methodologies to remove chance from the partnering process and help you target 100 per cent success Whether you are a government official board member CEO senior executive account or procurement leader marketer or a manager involved in value added relationships within your organization then this book could be the vade mecum to the development of your successful strategic partnering strategy and prove deeply transformational to the way you think about run and create value in your organization or business Air University Library Index to Military Periodicals ,1994

## Unveiling the Magic of Words: A Review of "**Framing A Strategic Approach For Joint Officer Management**"

In a global defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their capability to kindle emotions, provoke contemplation, and ignite transformative change is really awe-inspiring. Enter the realm of "**Framing A Strategic Approach For Joint Officer Management**," a mesmerizing literary masterpiece penned with a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve to the book is central themes, examine its distinctive writing style, and assess its profound affect the souls of its readers.

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