



INSTITUTE FOR DEFENSE ANALYSES

**Development of Assessment Processes  
for Joint Talent Tracking and  
Management in the Air Force**

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## Executive Summary

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In September, 2016 the Chief of Staff of the Air Force (CSAF) outlined three priorities for his tenure. One priority, Focus Area 2, was to strengthen joint leaders and teams to ensure that airmen are prepared for joint warfighting excellence. Currently, tracking of joint experience is restricted only to officers and is heavily weighted toward staff assignments. Moreover, the only formal mechanism to track joint assignments and experiences is the Joint Qualification System (JQS), which is limited to officers working at the strategic level. In support of Focus Area 2's objective, the Institute for Defense Analyses (IDA) developed a framework and process for identifying, measuring, assessing, and tracking a broad range of AF joint experiences at both the enlisted and officer levels.

Drawing from input from the Joint Experience Working Group (JEWG) and Career Field Managers (CFMs), previous research, and the Joint Staff's Joint Officer Management policy, IDA developed a definition for and indicators of joint experiences, which include joint, interagency, intergovernmental or multinational (JIIM) topics or activities. IDA then developed questionnaires to measure these indicators and conducted feasibility studies to test the utility of the definitions and indicators (see Appendix A and Appendix B for the initial questionnaires tested). Specifically, IDA asked CFMs to complete questionnaires designed to pre-code JIIM assignments and asked officer and enlisted airmen to complete self-nomination questionnaires based on their own experiences in joint assignments, deployments, and training/education. Responses to the pre-coding and self-nomination questionnaires indicated a diverse range of joint experiences, roles, and functions available to airmen. Most respondents indicated that exposure to JIIM personnel or organizations occurred on a daily or weekly basis. The majority of pre-coding questionnaires identified experiences at the tactical level, while about half of the self-nomination questionnaires were at the operational level.

Based on the results from the feasibility testing, IDA refined the JIIM definitions, indicators, and questionnaires as described in Appendix C. The definitions are provided in Appendix D, and the questionnaires to measure the selected indicators can be found in Appendices E and F. The final indicators are as follows:

1. Experience type (Assignment, Deployment, Training or Education, Exercise)
2. Rank
3. Duty title, unit, location
4. Start date/end date
5. JIIM entity (Joint, Interagency, Intergovernmental, Multinational, or Non-governmental)
6. Mission level (Tactical, Operational, Strategic)

7. JIIM role (Learn, Integrate, Influence, Lead)
8. Joint functions and joint matters (as listed in Joint Publication 3-0 Joint Operations of 17 January 2017 and 10 U.S. Code §668 (2018), respectively).
9. Organizational level (e.g., Battalion, Brigade, Wing, Squadron)

IDA also proposed a process by which airmen could self-nominate for JIIM experience credit. The Joint Experience Tracking and Management (JTTM) self-nomination system would consist of four steps, outlined below.

1. **JIIM experience submission.** Members self-nominate experiences within 12 months of completing the experience.
2. **Validation.** Submissions must be validated by an individual with knowledge of the member's activities during their JIIM experience. The first level validating authority will be the member's current commander (or supervisor when no commander exists). CFMs may be designated as the validation authority when a commander/supervisor is unable to validate.
3. **Storage.** The values for a subset of JIIM indicators will be pushed to personnel systems of record. This same information will be available in the Assignment Management System (AMS) for inclusion in officer/enlisted personnel briefs (Single Uniform Request Format (SURF), Officer Pre-Selection Brief (OPB)).
4. **Oversight.** A system administrator will provide oversight for the JTTM self-nomination system, designate approvers, and maintain CFM contact information. At the time of this report, the office responsible for JTTM administration has not been identified.

Additional considerations for subsequent phases of JTTM implementation include numerical scoring of JIIM indicators, developing a central approval authority to ensure system integrity, and determining procedures for pre-coding JIIM experiences. If the Air Force decides to incorporate JIIM experiences into more formal personnel decisions, such as assignments and promotions, these enhancements may be needed to make the system more rigorous, transparent, and reliable.

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# 1. Introduction

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In September, 2016 the Chief of Staff of the Air Force (CSAF) outlined three priorities for his tenure as CSAF. The second of these, Focus Area 2, is strengthening joint leaders and teams to ensure that the Air Force (AF) and its airmen are aligned, seamlessly integrated, and prepared for joint warfighting excellence. Currently, tracking of joint experience is restricted only to officers and is heavily weighted toward staff assignments. Moreover, the only formal mechanism to track joint assignments and experiences is the Joint Qualification System (JQS), which allows officers to become Joint Qualified Officers by either standard joint duty assignments (S-JDAs) through service in a Joint Duty Assignment List (JDAL) sanctioned position or through joint experience points obtained from experience in non-JDAL joint duty assignments (E-JDAs). In support of Focus Area 2's objective, the Institute for Defense Analyses (IDA) developed a framework and process for identifying, measuring, assessing, and tracking AF joint experiences and applying that framework to a specific set of career fields. Drawing from input from the Joint Experience Working Group (JEWG) and Career Field Managers (CFMs), previous research, and the Joint Staff's Joint Officer Management policy, IDA developed a definition for and indicators of joint experiences, and designed questionnaires for pre-coding assignments or self-nomination of joint experience by airmen. After conducting feasibility testing of the definition and indicators, IDA finalized the questionnaires to measure the indicators of joint experience. Finally, IDA recommended business rules for a process through which airmen can self-nominate for joint experience credit. This paper summarizes these efforts.

## A. Review of Joint Competency and Experiential Learning

Joint environments place airmen in complex situations, expose them to diverse perspectives, and require them to engage in new behaviors and ways of thinking. Airmen must be experts in their own functional domain while understanding other Services, agencies, organizations, or countries. They must promote collaboration across different organizations and take diverse viewpoints into account. Although joint training and education is an important component of joint leader development, joint experiences are necessary to build the complex set of skills necessary to succeed. Research in organizational behavior suggests that leaders learn from experience, especially when those experiences are challenging. Providing joint experiences early and often is important, not just for developing joint competency, but also to develop broader leadership and problem-solving skills that will enhance airmen's contributions throughout their careers.

## 1. Joint Knowledge, Skills, and Abilities

Successful leadership in joint environments requires a complex set of knowledge, skills, and abilities. A small body of research has assessed and posited competencies required in joint environments. RAND conducted interviews with Army officers, as well as a small sample of officers from the other Services, to document the major knowledge areas, skills, and abilities that contribute to success in joint environments. Officers cited the importance of joint knowledge for success in joint environments, including awareness of the function, capabilities, and cultures of other governments, agencies, or Services. They also emphasized the importance of critical thinking and expertise in their functional specialties. However, above all else, officers emphasized the importance of interpersonal skills, explaining that in joint environments it was essential to develop relationships, listen to diverse viewpoints, and motivate disparate groups to collaborate toward a common goal.<sup>1</sup> Another RAND study of Senior Executive Service members, Reserve Component General and Flag Officers, and Noncommissioned Officers arrived at similar conclusions about the skills needed in joint environments. Interviewees emphasized the importance of general people and leadership skills, understanding of other organizations, knowledge of joint operations and doctrine, and expertise in their own field.

The importance of general interpersonal skills is a consistent theme throughout the leadership research literature. Research focused on leadership within intergroup contexts (akin to a joint environment) emphasizes the importance of a leader's ability to manage not only individual relationships, but also relationships between groups. For example, in their model of intergroup leadership, Hogg, Van Knippenberg, and Rast<sup>2</sup> assert that in order to motivate groups to collaborate, leaders must encourage group members to redefine their group identity in terms of their relationship with the other group. Other researchers propose that leaders can facilitate cooperation by creating a superordinate group identity that brings groups together under a common category, while still respecting the original group identities.<sup>3</sup>

The process of managing a complex set of individual and group relationships, while executing a technically challenging, novel mission, requires a specialized set of skills and abilities that is difficult to acquire through formal training or education. Although training and education can certainly provide airmen with a foundation in joint knowledge, as well

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<sup>1</sup> Markel, M. Wade, Henry A. Leonard, Charlotte Lynch, Christina Panis, Peter Schirmer, and Carra S. Sims. *Developing US Army Officers' Capabilities for Joint, Interagency, Intergovernmental, and Multinational Environments*. Santa Monica, CA: Rand Arroyo Center, 2011.

<sup>2</sup> Hogg, Michael A., Daan Van Knippenberg, and David E. Rast. "Intergroup Leadership in Organizations: Leading across Group and Organizational Boundaries." *Academy of Management Review* 37, no. 2 (2012): 232-255.

<sup>3</sup> Hewstone, Miles Ed, and Rupert Ed Brown. *Contact and Conflict in Intergroup Encounters*. Basil Blackwell, 1986.

as some of the skills and abilities described above, direct experience is essential to gain full competency.

## **2. Experiential Learning**

Research in organizational behavior suggests that experience builds competency in a variety of domains<sup>4</sup>, particularly areas of knowledge that lack clear guidelines or specific sets of rules. Knowledge that is acquired through experience and that cannot be articulated through a formalized set of rules is referred to as tacit knowledge. Experience-based tacit knowledge is especially important for problem solving and has been linked to favorable performance among military and business leaders.<sup>5</sup> However, several factors moderate the extent to which experiences are developmentally valuable, including: 1) the characteristics of the experience; and 2) individual ability to learn from experience.

### **a. Characteristics of developmentally-enhancing experiences**

Experiences vary in the extent to which they provide opportunities to develop tacit knowledge and leadership skills. Researchers have found several situational characteristics that make experiences developmentally rewarding, including new task responsibilities, high levels of responsibility, implementing change, working across functional domains, and working with diverse groups.<sup>6</sup> Similarly, in their review of the experiences that executives found to be most impactful, McCall and colleagues<sup>7</sup> generated 16 dimensions, broadly categorized as challenging assignments (e.g., building something new, changing roles), hardships (e.g., failures, starting a new career, performance problems with subordinates), other people (e.g., mentors, role models, and peers), and training/education. Challenging assignments, hardships, and other people comprised the vast majority of developmental events reported. A common thread through all of this research is that

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<sup>4</sup> McCall, Morgan W. "Developing Executives through Work Experiences," *Human Resource Planning*, 219-229. Gabler Verlag, 1992; McCauley, Cynthia D. "Leader Development: A Review of Research," Center for Creative Leadership, 2008.

<sup>5</sup> Hedlund, Jennifer, George B. Forsythe, Joseph A. Horvath, Wendy M. Williams, Scott Snook, and Robert J. Sternberg, "Identifying and Assessing Tacit Knowledge: Understanding the Practical Intelligence of Military Leaders," *The Leadership Quarterly* 14, no. 2 (2003): 117-140.

<sup>6</sup> McCauley, Cynthia D., Patricia J. Ohlott, and Marian N. Ruderman, "Job Challenge Profile Facilitator's Guide: Learning from Work Experience," (1999); McCauley, Cynthia D., Marian N. Ruderman, Patricia J. Ohlott, and Jane E. Morrow, "Assessing the Developmental Components of Managerial Jobs." *Journal of Applied Psychology* 79, no. 4 (1994): 544; Ohlott, Patricia J, "Job Assignments," *The Center for Creative Leadership Handbook of Leadership Development* (2004): 151-182.

<sup>7</sup> McCall, Morgan W., Michael M. Lombardo, and Ann M. Morrison, *Lessons of Experience: How Successful Executives Develop on the Job*, Simon and Schuster, 1988; McCall, Morgan W., and Michael M. Lombardo, *Off the Track: Why and How Successful Executives Get Derailed*, No. 21. Center for Creative Leadership, 1983.

experiences must be sufficiently challenging, complex, and broadening to have a significant impact on leadership development.

Experiential learning theories posit that individuals learn as they engage in challenging experiences and then reflect on those outcomes.<sup>8</sup> Similarly, the theory of motivation-based skill acquisition claims that individuals gain new skills through challenging experiences because such experiences motivate them to expend greater effort.<sup>9</sup> Challenging experiences push individuals to think in new ways, develop new behaviors, and learn to cope with uncertainty.<sup>10</sup>

Empirical evidence supports the theoretical perspectives described above, indicating that challenging experiences promote leadership development.<sup>11</sup> Through extensive interviews with executives, researchers found that leaders perceived assignments that were very different from their typical role to be most fruitful for their development. Another study<sup>12</sup> found that supervisors rated junior managers in challenging assignments as more competent in their leadership skills than those in less challenging assignments.

Leadership development may be limited, however, at the highest levels of challenge. When excessive, challenge may lead to feelings of anxiety and uncertainty and thereby undermine development.<sup>13</sup> Nonetheless, research suggests that leaders who are confident

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<sup>8</sup> Marsick, V. J., & Watkins, K, *Informal and Incidental Learning in the Workplace*, New York: Routledge, 1990.

<sup>9</sup> Kanfer, Ruth, and Phillip L. Ackerman, "Motivation and Cognitive Abilities: An Integrative/Aptitude-Treatment Interaction Approach to Skill Acquisition," *Journal of Applied Psychology* 74, no. 4 (1989): 657.

<sup>10</sup> DeRue, D. Scott, and Ned Wellman, "Developing Leaders Via Experience: The Role of Developmental Challenge, Learning Orientation, and Feedback Availability," *Journal of Applied Psychology* 94, no. 4 (2009): 859.

<sup>11</sup> McCauley, Cynthia D, "Leader Development: A Review of Research," Center for Creative Leadership, 2008; Day, David V, "Leadership Development: A Review in Context," *The Leadership Quarterly* 11, no. 4 (2000): 581-613.

<sup>12</sup> Dragoni, Lisa, Paul E. Tesluk, Joyce EA Russell, and In-Sue Oh, "Understanding Managerial Development: Integrating Developmental Assignments, Learning Orientation, and Access to Developmental Opportunities in Predicting Managerial Competencies," *Academy of Management Journal* 52, no. 4 (2009): 731-743.

<sup>13</sup> DeRue, D. Scott, and Ned Wellman, "Developing Leaders Via Experience: The Role of Developmental Challenge, Learning Orientation, and Feedback Availability," *Journal of Applied Psychology* 94, no. 4 (2009): 859.

in their leadership abilities,<sup>14</sup> and who have access to feedback<sup>15</sup> may be protected from the negative impact of highly challenging situations.

### **b. Individual characteristics associated with experiential-learning**

As reviewed above, experiences that contribute positively to development are challenging and complex. Drawing the appropriate lessons from these experiences and generalizing those lessons to subsequent experiences is a particularly challenging task. Individuals may vary in the extent to which they are willing and able to learn from experience.<sup>16</sup> Thus, in addition to the characteristics of the work situation, several personal attributes moderate the extent to which individuals benefit developmentally from work experiences.

Research suggests that individuals who approach tasks with the goal of learning and developing skills (learning oriented), rather than the goal of demonstrating their abilities (performance oriented),<sup>17</sup> are particularly likely to develop from experience.<sup>18</sup> Dragoni, Tesluk, Russel, and Oh<sup>19</sup> found that the positive effect of challenging experiences on the development of leadership competency was particularly heightened for those with a greater orientation to learning and developing skills. Individuals with a learning orientation may perform better under challenging circumstances because they tend to solicit feedback,<sup>20</sup> view difficult tasks as an opportunity to learn, and persevere in the

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<sup>14</sup> Courtright, Stephen H., Amy E. Colbert, and Daejeong Choi, "Fired Up Or Burned Out? How Developmental Challenge Differentially Impacts Leader Behavior," *Journal of Applied Psychology* 99, no. 4 (2014): 681.

<sup>15</sup> DeRue, D. Scott, and Ned Wellman, "Developing Leaders Via Experience: The Role of Developmental Challenge, Learning Orientation, and Feedback Availability," *Journal of Applied Psychology* 94, no. 4 (2009): 859.

<sup>16</sup> Spreitzer, Gretchen M., Morgan W. McCall, and Joan D. Mahoney, "Early Identification of International Executive Potential," *Journal of Applied Psychology* 82, no. 1 (1997): 6.

<sup>17</sup> Dweck, Carol S., "Motivational Processes Affecting Learning," *American Psychologist* 41, no. 10 (1986): 1040.

<sup>18</sup> DeRue, D. Scott, and Ned Wellman, "Developing Leaders Via Experience: The Role of Developmental Challenge, Learning Orientation, and Feedback Availability," *Journal of Applied Psychology* 94, no. 4 (2009): 859.

<sup>19</sup> Dragoni, Lisa, Paul E. Tesluk, Joyce EA Russell, and In-Sue Oh, "Understanding Managerial Development: Integrating Developmental Assignments, Learning Orientation, and Access to Developmental Opportunities in Predicting Managerial Competencies," *Academy of Management Journal* 52, no. 4 (2009): 731-743.

<sup>20</sup> Elliott, E. S., & Dweck, C. S., "Goals: An Approach to Motivation and Achievement," *Journal of Personality and Social Psychology*, 54, (1988): 5-12.; DeRue, D. Scott, and Ned Wellman, "Developing Leaders Via Experience: The Role of Developmental Challenge, Learning Orientation, and Feedback Availability," *Journal of Applied Psychology* 94, no. 4 (2009): 859.

face of setbacks.<sup>21</sup> Several related characteristics also seem to promote learning during experience, including: motivation to succeed, willingness to take risks, responsiveness to feedback, and ability to change.<sup>22</sup>

Development also seems to vary depending on level of experience. Carette, Anseel, and Lievens<sup>23</sup> note that the majority of studies citing a positive relationship between challenging experiences and development rely on young samples. In their own study, these researchers recruited employees throughout their careers to determine the impact of challenging experiences across career levels. They found that among those early in their careers, work challenge was positively related to performance. However, among mid-career individuals, the relationship between challenge and performance was curvilinear. Specifically, challenging assignments contributed positively to performance, up to a point. Once work experiences became too challenging, performance suffered. Another study<sup>24</sup> found a similar curvilinear relationship between challenging experience and development in their sample of mid-level and senior managers. Experienced leaders may have well-established beliefs systems and patterns of behavior that are less amenable to change, compared to their younger counterparts. Less-experienced leaders simply have more to learn and may be more willing to adapt and change.<sup>25</sup>

## **B. Implications for Joint Talent Tracking and Management**

The literature described above has important implications for developing joint competency in the Air Force. First, to develop joint competency it is necessary to place airmen in challenging joint environments. Training or education will not be sufficient to develop the complex set of skills necessary in a joint environment. Furthermore, not all joint experience is sufficient to develop joint competency. To contribute significantly to development, experiences must be novel, complex, and difficult. Thus, when devising a

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<sup>21</sup> Dragoni, Lisa, Paul E. Tesluk, Joyce EA Russell, and In-Sue Oh, "Understanding Managerial Development: Integrating Developmental Assignments, Learning Orientation, And Access To Developmental Opportunities in Predicting Managerial Competencies," *Academy of Management Journal* 52, no. 4 (2009): 731-743.

<sup>22</sup> Spreitzer, Gretchen M., Morgan W. McCall, and Joan D. Mahoney, "Early Identification of International Executive Potential," *Journal of Applied Psychology* 82, no. 1 (1997): 6.

<sup>23</sup> Carette, Bernd, Frederik Anseel, and Filip Lievens, "Does Career Timing of Challenging Job Assignments Influence the Relationship with In-Role Job Performance," *Journal of Vocational Behavior* 83, no. 1 (2013): 61-67.

<sup>24</sup> DeRue, D. Scott, and Ned Wellman, "Developing Leaders Via Experience: The Role of Developmental Challenge, Learning Orientation, and Feedback Availability," *Journal of Applied Psychology* 94, no. 4 (2009): 859.

<sup>25</sup> Hirst, Giles, Leon Mann, Paul Bain, Andrew Pirola-Merlo, and Andreas Richver, "Learning to Lead: The Development And Testing of A Model of Leadership Learning," *The Leadership Quarterly* 15, no. 3 (2004): 311-327.

system to track joint experiences, it is important to not only consider the joint nature of assignments, but also the specific circumstances of those experiences to ensure that tasks are sufficiently challenging.

Second, individuals may vary in the extent to which they develop joint competency during joint experiences. Airmen early in their careers likely have the most to benefit from the challenge of a joint experience. Providing opportunities to receive credit for a joint experience may incentivize airmen to seek those opportunities at an earlier stage in their careers, when they would otherwise be more focused on their core specialty.

Finally, the utility of joint experiences likely extends beyond developing joint competencies. Specifically, joint experiences may provide the kind of complex “stretch” assignments that strongly contribute to leadership development in general. Joint environments place airmen in complex situations, expose them to diverse perspectives, and require them to engage in new behaviors and ways of thinking. Thus, joint experiences are valuable not only for their potential to develop joint competencies, but also to develop broader leadership and problem-solving skills that will transfer to Air Force-specific domains, as well as joint environments.

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## **2. Developing the Definition and Indicators of JIIM Experience**

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We drafted a definition and set of indicators of joint experience to enhance the Air Force’s fundamental processes and supporting information technology (IT) to manage, track, display, and assess joint experiences of AF officers and enlisted and civilian personnel. The definition and indicators were developed by drawing on input from the Joint Experience Working Group (JEWG) and Career Field Managers (CFM), previous research conducted by RAND, and the Joint Staff’s Joint Officer Management policy.<sup>26</sup> To meet the CSAF’s intent and expand the aperture beyond the formal joint definitions currently in place for the JQS for officers, the definition and indicators include Joint, Interagency, Intergovernmental, and Multinational (JIIM), rather than only joint.

### **A. Definition of JIIM Experience**

IDA and the JEWG determined that the joint experience definition needed to be expansive enough to capture experiences that would not be included on the JDAL. To ensure alignment with joint policy and expand the range of experiences included, while eliminating the exclusive focus on officers, the study team adapted the definition of E-JDAs in Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1330.05A. E-JDA is defined therein as “a non-JDAL assignment or experience that demonstrates an officer’s mastery of knowledge, skills, and abilities in joint matters.” The recommended definition of JIIM Experience is, “An assignment or experience that develops or demonstrates mastery of knowledge, skills, and abilities in joint, interagency, intergovernmental, or multinational (JIIM) topics or activities.”

To nest this definition within the JQS, this definition applies only to non-JDAL positions. This definition is worded broadly to capture experiences that are excluded by the JQS. It includes not only assignments and operational deployments, but also education, exercises, and other experiences. In addition, the breadth of the definition supports application to officers, enlisted, and civilian personnel.

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<sup>26</sup> Joint Officer Management Program Procedures, Chairman of the Joint Chiefs of Staff Instruction 1330.05.A, 15 December 2015.

## **B. Recommended Indicators of JIIM Experience**

In developing indicators for JIIM experience, we drew from indicators previously identified in RAND studies or proposed by the JEWG.

### **1. RAND Indicators**

Some indicators were derived from previous RAND reports that identified and compared criteria for joint duty assignments, using survey responses of incumbents serving in JDAL billets, non-JDAL external organizations, or service-nominated billets.<sup>27</sup> Many of the RAND criteria were relevant, but intended for a more narrow purpose of distinguishing billets that are or should be on the JDAL. These criteria included tasks performed during the typical workweek, interaction with and supervision by non-own-Service personnel, and the need for joint professional education or prior joint experience.

We assessed each of the RAND criteria for its potential utility to a broader range of experiences and personnel. We eliminated some of the RAND indicators due to their relevance only to officer assignments that would already be captured through the JQS, such as “develop or assess joint doctrine” and “JPME II is required or desired.” Others were eliminated because they overlapped with other indicators. For example, we eliminated “supervised by one or more non-own-service supervisor” because it is largely captured by another indicator, “interaction with non-own service personnel monthly or more frequently.” Remaining indicators were re-worded to align with the broader definition of JIIM experience recommended here.

### **2. JEWG Proposed Indicators**

#### **a. Roles**

The JEWG proposed three roles or levels with regard to contributions to joint warfare: integrate, influence, and lead. Feedback from CFMs indicated that these roles or levels of involvement are valuable in determining whether an experience qualifies as a JIIM experience. We refined the definitions and added the role of “Learn.” The addition of “Learn” accommodates educational and other experiences that may not be captured in the other roles. As with the recommended JIIM definition, the roles include not only joint experiences, but are more broadly defined in terms of JIIM to include a range of different

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<sup>27</sup> John F. Schank, Harry J. Thie, Jennifer Kawata, Margaret C. Harrell, Clifford M. Graf II, Paul Steinberg, *Who Is Joint? Reevaluating the Joint Duty Assignment List* (RAND Corporation, 1996); Sheila Nataraj Kirby, Al Crego, Harry J. Thie, Margaret Harrell, Kimberly Curry, Michael S. Tseng, *Who is “Joint”? New Evidence from the 2005 Joint Officer Management Census Survey* (RAND Corporation, 2006); Margaret C. Harrell, Harry J. Thie, Sheila Nataraj Kirby, Al Crego, Danielle M. Varda, Thomas Sullivan, *A Strategic Approach to Joint Officer Management: Analysis and Modeling Results* (RAND Corporation, 2009).

experiences, grades, and career fields. The roles progressively increase in the degree and complexity of JIIM involvement.

1. *Learn* – Develops or demonstrates understanding of JIIM lexicon, organizations, and doctrine and/or knowledge of non-own-service organizations (other services, agencies, and nations)
2. *Integrate* – Participates in a JIIM environment; demonstrates understanding of JIIM lexicon, organizations, or doctrine; applies knowledge of JIIM activities and operations
3. *Influence* – Builds upon “integrate;” applies knowledge and use of Air Force functions, capabilities, and operational specifics within a JIIM environment to provide credible impact on operations; applies combined arms/unified action, operational and strategic art, or the integration of airpower
4. *Lead* – Coordinates, aligns, or directs efforts of a JIIM team to accomplish tactical, operational, or strategic objectives

These roles characterize the member’s actions with regard to JIIM matters or activities, rather than the member’s capabilities or proficiencies. Although valuable, assessing capabilities and proficiencies raises challenges that require more time and resources than assessing experiences.<sup>28</sup>

#### **b. Organizational Level**

The JEWG also proposed including the type of organization in which the joint experience was obtained to provide context to the experience. Therefore, we included a variety of organizations as an indicator, including U.S. Army operational organizations (e.g., brigades, corps, and division); U.S. Marine Corp and U.S. Navy operational organizations (e.g., Carrier Group, MAGTF); and coalition and interagency organizations.

### **3. Preliminary Indicators**

The set of preliminary indicators were:

1. Experience duration
2. Proportion of duties (or time) that involve other service or JIIM matters
3. Frequency of interaction with non-Air-Force personnel
4. Organizational level
5. Mission level

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<sup>28</sup> This is analogous to testing foreign language proficiency versus tracking completion of foreign language coursework. Both require resources to identify and track, but developing and validating proficiency tests imposes substantial additional resource requirements.

6. JIIM role
7. Exposure to JIIM topics or activities
8. Joint function(s) (as defined in and excerpted from Joint Publication 3-0)

### **3. Feasibility Study**

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We conducted feasibility testing of the definitions and indicators to determine the most practical and useful process for identifying and tracking JIIM experiences and to ensure relevance of the indicators to a range of different functional communities and JIIM experiences. To test the most appropriate process for identifying and tracking JIIM experience, the study team prepared two different questionnaires. One was for pre-coding JIIM experiences and the other was for self-nomination of JIIM experiences. The questionnaires contained all of the indicators discussed above. The testing of multiple indicators was intended to determine which variables capture JIIM experiences most effectively and efficiently. The goal was to test different potential indicators and then further refine and, ideally, reduce to a smaller set of indicators needed to assess and track JIIM experiences. Feasibility testing was intended to address:

- Clarity of the definitions and indicators to different functional communities
- Potential redundancy across indicators
- Combining indicators for potential weighting schemes
- Which indicators may be preferable for different personnel management decisions

A final set of indicators should be selected based on the value they provide in achieving the goals of this initiative, the unique information they provide, their ease of use for pre-coding or self-nomination purposes, and their practical utility for personnel decisions.

The questionnaires used for feasibility testing are included in Appendix A (Self-Nomination) and Appendix B (Pre-Coding).

#### **A. Method**

We proposed conducting initial feasibility testing with at least three different career fields. Career fields in operations functions such as Explosive Ordnance Disposal and Air Liaison Operations were identified as good candidates for testing, as focus groups indicated these career fields have JIIM experiences that are not recognized in current systems. Other candidates for feasibility testing included fields that already track joint experience in some form, such as Judge Advocates.

For feasibility testing, we recommended focusing on experiences at the level of E-7 and up for enlisted personnel and O-4 and up for officers. Proposed feasibility testing included three components: pre-coding, self-nomination, and review of unsuccessful E-JDA submissions.

### **1. Pre-Coding and Self-Nomination**

For feasibility testing, the pre-coding and self-nomination questionnaires used the same indicators in slightly different formats to accommodate the identification of the respondent and different validation requirements (see Appendices A and B). It was anticipated that feasibility testing could reveal that some indicators cannot be reliably assessed by someone who has not occupied the billet in question, potentially pointing to a slightly different set of indicators for pre-coding and self-nomination or to a different process. Feasibility testing of pre-coding focused on existing assignments and deployments identified by CFMs and Major Command (MAJCOM) manpower staff (e.g., AIMs). Self-nomination participants were recruited through CFMs.

### **2. E-JDA**

A review of Air Force E-JDA self-nomination packages that were submitted but not approved for E-JDA credit could provide important context for Air Force JIIM experiences. E-JDA provides an opportunity for officers to receive Joint Qualification credit for assignments that provide experience in joint matters but are not included on the JDAL. E-JDA submissions are reviewed by JQS Experience Review Panels three times per year. Panels determine whether each submission meets the joint matters criteria, does not meet the criteria, or should be rewritten. The panels make a recommendation to the Vice Director, Joint Staff. Reviewing self-nominations for E-JDA credit was expected to provide lessons for JIIM experience self-nominations. Another purpose of this review was to assess the extent to which the JIIM experience indicators conflict with, align with, or can nest beneath the JQS criteria and system.

### **3. Feasibility Study Results**

Feasibility testing assessed the relevance and usability of the indicators of JIIM experience for assignments and deployments. We received 23 pre-coding questionnaires and 67 self-nomination questionnaires and obtained 126 E-JDA submissions that had been disapproved. We had requested feedback from respondents about the questionnaire itself but received only two comments. As a result, the findings are based on responses to the questionnaires and our assessment of the E-JDA submissions and panel decisions.

## B. Pre-Coding Results

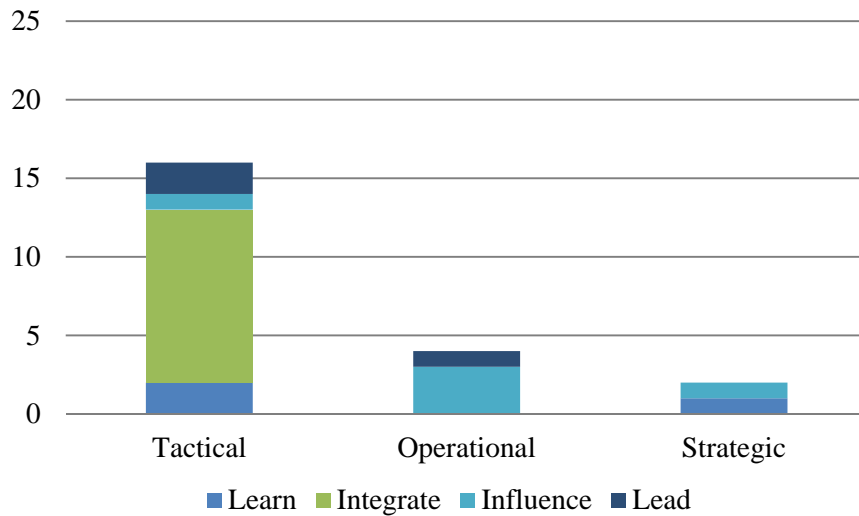
The pre-coding questionnaire asked CFMs and MAJCOM A-1 representatives to complete the indicators for positions that they identified as having some JIIM experience. We received 23 pre-coding questionnaires; counts are indicated in parentheses. Questionnaires were completed by one CFM (Explosive Ordnance Disposal; 10) and three MAJCOMs: Global Strike Command (2), Air Mobility Command (7), and Air Education and Training Command (4). The distribution of ranks appears in Table 1. In some cases, a single questionnaire covered multiple positions of differing ranks.

**Table 1. Rank of Position in Pre-Coding Responses**

<b>Rank</b>	<b>Number of Positions</b>
E-6	4
E-7	2
E-8	1
E-9	1
O-3	1
O-4	2
O-5	7
O-6	1
Multiple	3

Respondents reported that these assignments generally involved interaction with non-Air-Force personnel on a daily (16) or weekly (4) basis, with three respondents indicating monthly interaction or that they were unable to assess the indicator. On average, 80% of the duties involved JIIM topics or activities. Respondents indicated that the assignments involved an average of 2.1 of the six joint functions and exposure to 3.5 of the five JIIM entities (other Services, joint matters, interagency, intergovernmental, or multinational). Exposure to other Services was the most commonly reported JIIM entity (21), and exposure to interagency was the least frequent (6).

Most of the pre-coding responses reported assignments at the tactical level. See Figure 1 for the distribution of level by joint role.



**Figure 1. Distribution of Pre-Coding Responses by Mission Level and Joint Role**

### C. Self-Nomination Results

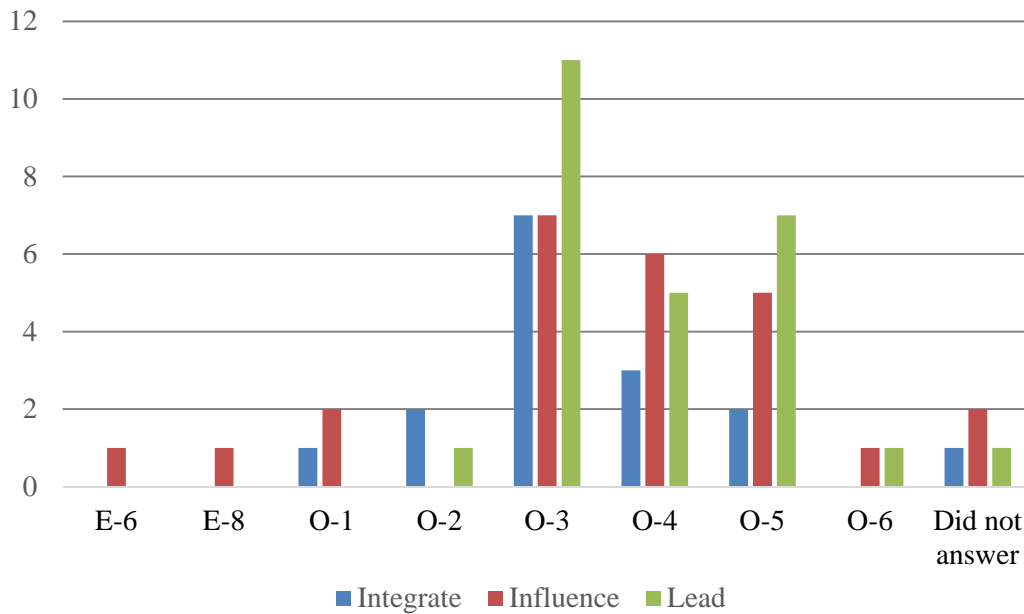
The self-nomination questionnaire asked members to complete the indicators for assignments or deployments that they had previously completed, although in a few cases, some respondents were incumbents. Members were recruited through their CFM and participated voluntarily. We received 67 self-nomination questionnaires. Respondents were primarily from the Air Liaison Officer (38) and Weather (24) career fields. Other career fields included Judge Advocates (3), Explosive Ordnance Disposal (2), and Cyber (1). Some respondents did not complete all items on the questionnaire, resulting in responses ranging from 60 to 67, depending on the item. Table 2 shows the distribution by rank.

**Table 2. Ranks of Self Nomination Responses**

Rank	Number of Respondents
E-6	1
E-8	1
O-1	3
O-2	3
O-3	25
O-4	14
O-5	14
O-6	2
Did not answer	4



Figure 2 shows the joint roles by rank reported in the self-nomination questionnaires.

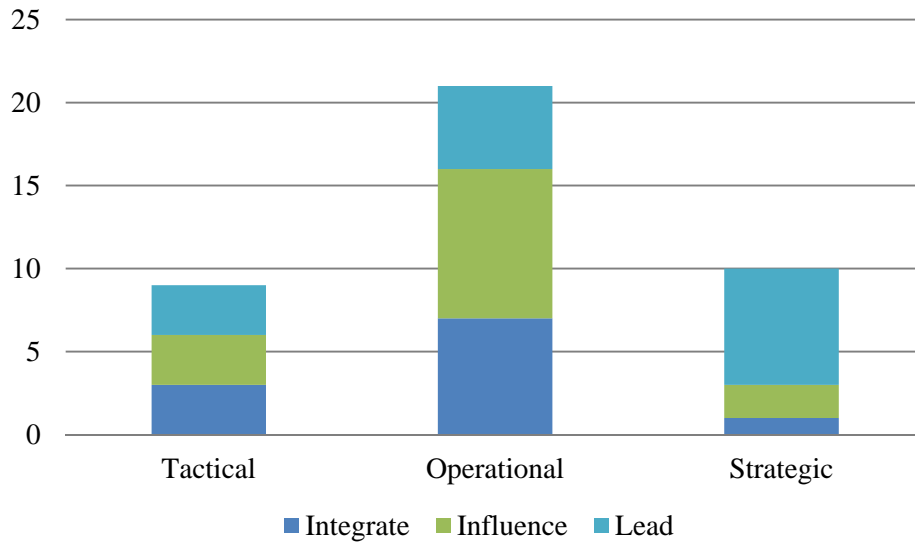


**Figure 2. Joint Role by Rank in Self-Nomination Responses**

Respondents reported that they interacted with non-Air-Force personnel on a daily (63) or weekly (4) basis, and, on average, 79.5% of their duties involved JIIM topics or activities.

Respondents indicated that their assignment involved an average of 4.2 of the six joint functions and provided exposure to 3.2 of the five activities or topics provided (other Services, joint matters, interagency, intergovernmental, or multinational). The most common activities or topics that respondents endorsed were “other Services” (59) and “joint matters” (52), and the least common was “intergovernmental” (17).

Of the responses that indicated a mission level, approximately half were at the operational level, which included a mix of integrate, influence, and lead roles (see Figure 3).



**Figure 3. Distribution of Self-Nomination Responses by Mission Level and Joint Role**

The distribution of responses suggests that respondents considered and used the response options available to describe a variety of experiences. The difference between pre-coding and self-nomination selection of the number of joint functions (2.1 versus 4.2, respectively) suggests that self-nominations may have applied a more generous interpretation of what functions an experience “involved.” Constraining responses to that item and adding examples of activities under each Joint Function on the self-nomination form was determined to be necessary to obtain a more accurate picture of a member’s activities.

Respondents were also asked to identify who would be the appropriate person to validate their responses. Very few respondents answered this question. Three selected supervisor, one selected squadron commander, and one selected both supervisor and squadron commander.

#### **D. E-JDA Review**

We obtained E-JDA submissions from calendar year 2017 that were disapproved. These submissions were reviewed and recommended for disapproval by one of three JQS Experience Review Panels (February, June, and October). Disapproved submissions from Air Force officers included 28 O-6 submissions and 98 O-5 and below. Disapproval rates varied greatly across the three O-6 panels (see Table 3). The reason provided for the majority of disapprovals was that the assignment was too tactical/not strategic and did not involve joint matters. Some submissions were also considered too service-centric to warrant joint credit. Although the E-JDA submission form requests information on both what members did and with whom they did it, the decisions recommended by the panels do not appear to reflect consideration of the “whom,” but instead rely almost exclusively

on the “what.” Most of the disapproved submissions reported supervisors and peers from other services, foreign militaries, and U.S. agencies or non-DOD departments.

**Table 3. Disapproved E-JDA Submissions by Rank, Service, and Review Date**

	O-5 and Below		O-6	
	Air Force	Other Services	Air Force	Other Services
February 2017	52%	59%	38%	45.1%
June 2017	59.6%	48.5%	5.3%	6.9%
October 2017	57.1%	60.7%	61.9%	19.6%

Using the pre-coding questions, three reviewers independently examined a subset of 16 disapproved submissions. The purpose of this review was to assess the reliability of coding the indicators. E-JDA submissions do not include information for all of the indicators, but this exercise did help highlight potential differences in interpretation of the response options, suggesting areas for improvement in the wording of the indicators and definitions. Although these submissions were rejected for E-JDA credit, we found that at least 15 of the 16 would qualify for Air Force JIIM experience credit at lower levels, indicating that the proposed definition of JIIM experience achieves the intended goal of broadening the aperture. Reviewers agreed that all but one of these submissions clearly involved multinational exposure. Ratings of exposure to other Services, joint matters, interagency, and intergovernmental activities were more mixed.

Due to a lack of information, it was difficult for reviewers to determine from the E-JDA submissions the degree of interaction with personnel or organizations outside the Air Force and the specific joint functions involved. Reviewers also failed to agree on the joint role of these submissions. Twelve of the submissions received agreement from at least two reviewers on role; however, on four submissions, there was no reviewer convergence at all.

Reviewers observed that the six joint functions from Joint Publication 3-0 were too limiting due to their operational orientation. Emphasizing the joint functions may inadvertently exclude some roles that are clearly included in the definition of joint matters, such as planning and strategy or acquisition, and exclude roles in training and education or security force assistance with extensive JIIM coordination.

Reviewers also noted that some submissions seemed written to highlight the importance or impact of the applicant’s role, but did not sufficiently explain the joint aspects of the assignment. An additional observation was that applicants’ use of acronyms and abbreviations made the submissions more difficult to assess. Thus, it is not clear whether the E-JDA questions elicit the right kind of information to allow a direct

assessment of experiences by the Review Panel, or whether officers are answering the questions in sufficient detail to support approval. In either case, Air Force officers may benefit from some additional guidance prior to self-nominating for E-JDA credit. In addition, the Joint Staff should consider more clearly focusing the E-JDA self-nomination form on the items that factor most strongly into panel decisions, and eliminating questions from the form that are not used in panel decisions, such as the questions about composition of the organization.

## **4. Refinement of the Questionnaires and Additional Feasibility Testing**

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### **A. Refinement of the Questionnaires**

The feasibility testing responses informed several changes to the pre-coding and self-nomination questionnaires. These changes were primarily the addition of content to existing items for greater clarity. We also expanded the response options for the question regarding joint functions to ensure the inclusion of experiences that may be less operational in nature. Other changes were intended to facilitate and streamline validation. We also added a section asking whether the experience had resulted in a joint decoration or award. This will support streamlined validation, since the recipient's joint experience would have already been evaluated and validated in the award approval process.

The changes are summarized below, and the exact text of each change appears in Appendix C with further explanation:

- Added instructions to encourage greater clarity in free-text responses
- Added items for contact information
- Added inter-service to the JIIM definition, in response to a request from a respondent
- Added language to distinguish intergovernmental from multinational
- Expanded the joint functions item to include other joint matters – strategic planning, acquisition, and an option for “other”; added “information” as the seventh warfighting function, per Secretary Mattis’ 2017 guidance
- Added instructions to limit respondents to selecting only the two most descriptive joint functions, rather than allowing them to select as many as were applicable
- Added examples for each joint function
- Added an item for joint decorations and awards for substantiation of responses
- Restricted organizational level to a single response option
- Moved the free-text item about duties to the end of the questionnaire, asking more specifically for text that substantiates the respondents’ selections to closed-ended questions

## B. Additional Feasibility Testing

To test the changes made to the questionnaires as a result of the initial feasibility study feedback, we conducted a second, more limited round of testing of the questionnaires and requested participation from additional career fields. Some major command manpower offices (MAJCOM A1Ms) that did not respond in the first round of testing were also asked to fill out and submit questionnaires. In this second phase of the study, respondents returned 13 completed self-nomination questionnaires and 5 pre-coding questionnaires, representing cyber, intelligence, foreign area officer, and special operations career fields. This sample included a larger proportion of enlisted personnel than the previous phase’s sample (see Table 4).

**Table 4. Rank of Position or Respondent in Part 2 Feasibility Responses**

Rank	Pre-Coded	Self-Nomination
E-4		1
E-5		1
E-6	2	4
E-6 or E-7/E-8	3	
E-8		1
E-9	1	
O-3/O-4	1	1
O-5	1	2

On the self-nomination questionnaire, three respondents included multiple experiences on a single questionnaire, apparently misunderstanding the instructions. These respondents provided a single set of responses that encompassed two to three experience types – assignment, education or training, and exercises – making it difficult to analyze their responses meaningfully. Implementing web-based administration of the questionnaire will help prevent this kind of problem, and clear instructions will help ensure consistent interpretation.

Respondents indicated that the reported experiences involved interaction with non-Air-Force personnel on a daily (16) or weekly (1) basis (one self-nomination form left this item blank). On average, 86% of the duties involved JIIM topics or activities, with responses ranging from 33% to 100%.

In the revised versions of the questionnaires, the joint functions question was expanded to include “information” as the seventh warfighting function and to include strategic planning and acquisition, per the most current joint matters definition. Respondents were also limited to selecting only the two most descriptive joint functions, rather than allowing them to select as many as were applicable. Of self-nomination

responses, two respondents selected only one joint function, one respondent left this item blank, and one respondent did not provide the requested explanation to substantiate his or her responses.

Six self-nominations responded affirmatively to the question on whether the joint experience resulted in a joint decoration or award and provided joint award information, which could be used to help substantiate their self-nomination, thereby streamlining the validation process. These included three Joint Service Commendations, two Defense Meritorious Service Medals, and one Joint Service Achievement Medal.

Respondents were asked to indicate to which joint topics or activities the experience provided significant exposure. A summary of these responses appears in Table 5. Four questionnaires indicated significant exposure to all five topics or activities (two self-nominations, two pre-coding).

**Table 5. Exposure to Joint Topics or Activities**

	<b>Other Services</b>	<b>Joint Matters</b>	<b>Interagency</b>	<b>Inter-governmental</b>	<b>Multi-national</b>
Pre-Coding <i>5 respondents</i>	4	5	4	2	2
Self-Nomination <i>13 respondents</i>	8	9	7	6	5

Respondents indicated which two joint functions or matters the experience involved (for self-nomination) or the assignment would involve (for pre-coding). Two self-nominations indicated strategic planning and none indicated acquisition. Similarly, two of the pre-coded assignments involved strategic planning and none indicated acquisition. Joint functions were selected more frequently. Self-nominations selected intelligence (7 responses), fires (4), command and control (3), information (3), and protection (2). Pre-coding responses indicated involvement in the joint functions of command and control (2), information (2), intelligence (1), fires (1), movement and maneuver (1), and protection (1). Thus, responses showed variety in the joint functions or joint matters involved, even though the responses were obtained from a limited number of career fields. This validated both the joint matters and joint functions indicators in the questionnaire.

A free-text item was included at the end of the self-nomination questionnaire for respondents to provide information that would substantiate their responses. Three respondents left that item blank and one respondent provided an unresponsive answer with no additional detail. Most respondents provided useful detail regarding with whom they interacted and the nature and mission level of their duties. In combination with the duty title and location of the experience, this information provided sufficient context to assess the consistency of responses within the questionnaire. Responses to this item included an

average of 95.6 words (639.7 characters, including spaces). Responses to this item will be useful for validation purposes but may be unnecessary to store beyond validation.

### **C. Further Refinements to the Questionnaires**

In response to the second round of feasibility testing, as well as conversations with Development Team (DT) Chairs and the JEWG program manager, we made further revisions to the questionnaires. We re-organized the order of the items, made the questionnaires more concise, added further definitions of terms, and added instructions to enable conversion to a web format (e.g., skip logic, character limits, question formats). Modifications are summarized below and the questionnaires are presented in their entirety in Appendices E and F.

- Included “nongovernmental” as an additional JIIM entity as it was not captured in the definitions of joint, interagency, intergovernmental, or multinational
- Added definitions of terms (joint, interagency, intergovernmental, multinational, and nongovernmental)
- Removed the “other” option from the question about type of experience, as it was not used by respondents
- Removed questions about proportion of time spent in JIIM activities and frequency of JIIM exposure and instead added a question asking respondents to select the two JIIM areas in which they received the most exposure. Through discussions with DT Chairs and the JEWG program manager, it was determined that this new question would provide more actionable information than the initial items and streamline the set of indicators
- Modified the primary role definitions to improve clarity
- Added new options to organizational level (NATO, UN, etc., Command, Non-NATO/UN, etc., Coalition Command, OSD)
- Re-organized the order of items and added instructions to the questionnaire to enable conversion to a web format (e.g., skip logic, character limits, response formats)

### **D. Revised Indicators**

The following “indicators” are used in both the final pre-coding and self-nomination processes. See Appendix D for a complete list of definitions. See Appendices E and F for the final questionnaires.

1. Experience type (Assignment, Deployment, Training or Education, Exercise)
2. Rank
3. Duty title, unit, location



4. Start date/end date
5. JIIM entity (Joint, Interagency, Intergovernmental, Multinational, or Non-governmental)
6. Mission level (Tactical, Operational, Strategic)
7. JIIM role (Learn, Integrate, Influence, Lead)
8. Joint functions and joint matters (as listed in Joint Publication 3-0 Joint Operations of 17 January 2017 and 10 U.S. Code §668 (2018), respectively).
9. Organizational level (e.g., Battalion, Brigade, Wing, Squadron)

Additional data requested in the self-nomination process to support validation are:

- Joint awards
  - Type
  - Date
  - Justification
  - Substantiating documents
- Substantiating comments

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## 5. JIIM Experience Tracking Business Rules for Self-Nomination

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In addition to developing the JIIM indicators and self-nomination and pre-coding questionnaires, IDA also outlined a self-nomination process. Below, we recommend business rules for a process through which airmen can self-nominate for joint experience credit.

### A. Overview

Self-nomination of JIIM experience in the JTTM system will consist of four steps:

1. JIIM experience submission: Members self-nominate completed experiences.
2. Validation: Submissions must be validated by an individual with knowledge of the member's activities during their JIIM experience.
3. Storage: Indicators of JIIM experience will be pushed to personnel systems of record.
4. Oversight: A system administrator will provide oversight for the JTTM process, designate approvers, and maintain CFM contact information.

CAC authentication will be required for system access.

### 1. Decisions required for implementation

- What office will be responsible for administration of JTTM?
- What functionality is needed for system administration? What system data and reporting is needed for administrators?
- What happens when an experience needs validation by a non-Air Force supervisor who does not have system access?

#### User Roles in the Self-Nomination System

1. Member
2. Validator
3. Administrator

### B. JIIM Experience Submission

For experiences ending in 2018 or later, a member must submit his or her JIIM experience within 12 months of completing the experience. Experiences must be at least five business days in length to be considered. The member's CFM or System Administrator has waiver authority for experiences that do not fall in the 12-month submission window.

Members may submit for retroactive JJIM credit for experiences that ended prior to the Initial Operating Capability (IOC) date of the JTTM minus 12 months (IOC – 12 months). The one-time retroactive window will be available for 18 months, starting on the IOC date. This special open window will enable members to be credited for past experiences that occurred outside of the normal submission criteria. This window will provide sufficient time for strategic messaging to members so they are aware of the opportunity to receive credit retroactively, while limiting the time window so that the use of approvers/validators without direct knowledge of the experience does not continue indefinitely.

Additional system requirements include the following:

- To submit an experience, all data fields in the questionnaire must be complete. Members must be able to save partial progress on the questionnaire and return to complete it later.
- The system will accommodate attachment of documentation to support the submission, such as joint awards or training certificates. This is especially useful when the validator does not have direct knowledge of the member's activities during the experience.
- Instructions will inform members that they can make multiple submissions, but the dates should not overlap unless an overlapping experience is substantially different in terms of joint matters, joint partners, joint role, etc.
- The member will identify his or her career field and supervisor on the submission form to enable routing for validation. A member will receive notification when his or her submission status changes (e.g., under review, validated/rejected, approved).

### **C. Validation**

The first-level validating authority will be the member's current commander, supervisor when no commander exists, or assigned organizational leadership when no Air Force supervisory entities exists (i.e., Joint Manning Document positions). CFMs may be designated as the validation authority in circumstances when a commander/supervisor is unable (access problem, absence, lacks appropriate knowledge) to validate the submission or serve as second-level reviewers and appeal authorities. JTTM System Administrators will be considered third-level validation authorities and will only be used in a case of no response from both the first-level and second-level validation authorities. For experiences prior to IOC – 12 months, the member's *current* commander (or supervisor when member has no commander) or *current* CFM can serve as validating authority. Validation authorities are allowed to reroute submissions packages to other validation personnel in a case where the member selected the wrong validation authority. Additionally, validation authorities are allowed to request second-level review by the member's CFM.

Validators have 60 days to validate submissions before they are considered non-responses by the system and rerouted to the next level. If a validation decision does not occur within 10 days from submission, a reminder will be sent to the validation authority last notified of the submission and a notification will be sent to the member. After review of the submission, validators will indicate whether it is valid, rejected, should be revised, or they are unable to assess.

- **Submission valid:** Validated submissions will be pushed to the personnel systems of record.
- **Submission rejected:** Rejection means the validator does not agree that the experience meets the criteria for a JIIM experience. A menu of reasons for rejection will be provided and the validator can select all that apply, or fill in a reason in open text. Reasons may include “does not meet the JIIM experience definition,” “did not have sufficient involvement with non-USAF personnel or organizations,” and “did not substantially involve joint function or joint matters.”
  - Rejected submissions will be redirected to the member for further substantiation OR appeal and resubmission. Members may elect to make changes and resubmit OR appeal using current submission criteria (no changes made). Rejected submissions that are appealed (no changes made) are submitted to the appropriate CFM for second-level review.
- **Submission should be revised:** Return for revision means that the validator views the experience as a valid JIIM experience, but does not agree with the member’s assessment of the indicators. An open-text field will require the validator to provide an explanation. Members will be allowed to resubmit the submission after revision.
- **Unable to assess submission:** If the validation authority indicates that they are unable to assess the experience, then the experience is automatically rejected and the system notifies the member that the experience could not be validated.

#### **D. Push to Personnel Systems of Record**

The JTTM System will push values for a subset of indicators to the Military Personnel Data System (MilPDS) for military personnel and the Defense Civilian Personnel Data System (DCPDS). This same information will be available in the Assignment Management System (AMS) for inclusion on officer/enlisted personnel briefs (SURF, OPB). Indicators recommended for storage in MilPDS/DCPDS include: experience type, rank, start date, end date, JIIM entity (up to two [primary and secondary]), mission level, JIIM role, and joint matters/joint functions (up to two [primary and secondary]). A subset of those indicators will be selected for display on the SURF.

## **E. System Oversight**

The system will require a System Administrator in the office of primary responsibility. The System Administrator will provide oversight by monitoring the JIIM Experience Tracking process, analyzing system data, and generating reports. Through this oversight role, the System Administrator will assess the consistency and integrity of the JTTM process and identify areas for improvement. System Administrators will also designate approvers in the system and maintain the current CFM contact information in the system for validation.

## **F. Future Implementation Considerations**

Some enhancements to JTTM processes will make the system more rigorous and reliable for use in personnel decisions. These potential enhancements to JTTM could not be resolved entirely in the span of initial development, but are important considerations as the Air Force incorporates JIIM experiences into more formal personnel decisions, such as assignments and promotions.

### **1. Scoring**

Numerical scoring was considered in the development of the JIIM experience definition and indicators. A numerical score may provide a quick and simple way to summarize an individual member's cumulative JIIM experience. Three scoring options were outlined for illustration purposes, emphasizing different aspects of JIIM experiences: cumulative amount, breadth, and degree of immersion (see Appendix G). Scoring based on breadth would provide more "points" for JIIM experiences involving different mission levels, for exposure to different non-Air Force personnel and organizations, and for different joint functions. Immersion scoring would give more "points" for cumulative time and for higher-level joint roles. Generation of a score would occur within the self-nomination system in MyVector, and the score would be pushed to MilPDS and the SURF.

Limited feedback obtained from DT Chairs suggested that a score might be useful, but that the qualitative information about JIIM experiences would be more useful. As a result, no recommendation on scoring is offered at this time. When further information becomes available on which and how personnel decisions may incorporate JIIM experience, a decision on whether to adopt numerical scoring may be appropriate.

### **2. Central Approval**

If JIIM experiences are to be used in personnel decisions that impact airmen's careers, a centralized approval process should be implemented to ensure fairness, transparency, consistency, and system integrity across the force. Following the validation of a submission, an individual or board with knowledge of the JQS would review the submission for approval. A central approval authority would be asked to apply an Air-

Force-wide perspective on career development in joint matters. The recommended rank for board members is O-6; however, it may be appropriate to expand the board to include non-commissioned officers and civilians who have substantial JIIM experience recognized in the JTTM system. If JIIM experiences will be used in personnel decisions that impact a member's career development or future opportunities, consideration should be given to using a three-person board to allow for a majority decision. If JIIM experience is considered less formally, it may be sufficient to have a single person conduct a review for approval. Responsibilities can rotate among different Joint Qualified Officers (JQOs) to minimize the burden.

### **3. Pre-coding**

At the time of this report, the Air Force was considering whether and how to implement the pre-coding of JIIM assignments. Decisions to be considered include who will conduct the pre-coding, how often the pre-coding process will be updated to account for new and changing requirements, and whether implementation should take place at the same time or after self-nomination implementation. Although the pre-coding process may be resource intensive initially, in the long term it will conserve resources by reducing self-nomination submissions and will improve the uniformity of the JTTM process by applying credit to positions with known JIIM elements consistently.

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## **Appendix A.**

### **Initial Self-Nomination Questionnaire**

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As part of the Chief of Staff of the Air Force's (CSAF) focus on strengthening joint leaders and teams, the Joint Experiences Working Group (JEWG) is developing processes for identifying, assessing, and tracking joint experiences. The JEWG has developed a proposed definition and set of indicators for joint, interagency, intergovernmental, and multinational (JIIM) experiences. We are testing the definition and indicators for use in self-nomination of assignments, temporary duty, exercises, and training and educational experiences.

We are requesting your participation in initial testing of the proposed indicators. Please complete the following questionnaire for a past experience that meets the definition listed in Item 1. This experience can be from any point in your career, as long it is in the past, rather than ongoing.

- 
1. Does your experience meet the following definition?

A non-JDAL assignment or experience that develops or demonstrates mastery of knowledge, skills, and abilities in joint, interagency, intergovernmental, or multinational (JIIM) topics or activities

- Yes  
 No

2. What type of experience are you reporting?

- Assignment  
 Deployment  
 Training or Education  
 Exercise  
 Other: \_\_\_\_\_

- 2.a. What was the duty title, position, exercise, or course?

- 2.b. What was your rank at the time of this experience?

3. Please indicate the dates of this experience.

Start date:

Completion date:

4. Please describe how the experience enabled you to develop or demonstrate mastery of knowledge, skills, and abilities in joint, interagency, intergovernmental, or multinational (JIIM) topics or activities.
5. What proportion of your time in this experience did you spend on joint, interagency, intergovernmental, or multinational topics or activities?  
\_\_\_\_\_%
6. Was interaction with non-Air-Force personnel required for your duties or responsibilities in this experience?
  - Yes (go to #7)
  - No (go to #8)
7. How frequently did you interact with non-Air-Force personnel in the course of your duties for this experience?
  - Daily
  - Weekly
  - Monthly
  - Quarterly
  - Semi-annually or less
8. Which of the following best describes the organizational level of this experience? (select one)
  - Battalion
  - Brigade
  - Brigade Combat Team (BCT)
  - Carrier Strike Group (CSG)
  - Coalition
  - Combatant Command
  - Company
  - Corps
  - Division
  - Education Institution
  - Element
  - Flight
  - Group
  - Headquarters Air Force (HAF)
  - Joint Staff
  - Joint Task Force (JTF)
  - Marine Air Ground Task Force (MAGTF)
  - MAJCOM
  - Numbered Air Force (NAF)
  - Platoon
  - Squad
  - Squadron
  - Wing

- Other: \_\_\_\_\_
9. If you answered “assignment” in item #2, which of the following best describes the level associated with this experience? (select one)
- Tactical
  - Operational
  - Strategic
  - N/A, This experience was not an assignment.
10. Which of the following best describes your primary role in this experience? (Select one)
- Learn -- Develops or demonstrates understanding of JIIM lexicon, organizations, and doctrine or knowledge of non-own-service organizations (other services, agencies, departments, or nations)
  - Integrate – Participates in a JIIM environment; demonstrates understanding of JIIM lexicon, organizations, and doctrine; applies knowledge of JIIM activities and operations
  - Influence – Builds upon “integrate;” applies knowledge and use of Air Force functions and capabilities within a JIIM environment to provide credible impact on operations, applies combined arms/unified action, operational and strategic art, or the integration of airpower
  - Lead – Coordinates, aligns, and/or directs efforts of a JIIM team to accomplish tactical, operational, or strategic objectives
11. Please indicate to which of the following you received significant exposure in this experience (select all that apply):
- Other services
  - Joint matters
  - Interagency topics or activities (includes other departments, such as Department of State)
  - Intergovernmental topics or activities
  - Multinational topics or activities
12. Which of the following joint functions did this experience involve? (select all that apply)
- Command and control:** the exercise of authority and direction by a commander over assigned and attached joint forces to accomplish the mission. Command includes both the authority and responsibility to use resources to accomplish assigned missions. To control is to manage and direct forces and functions consistent with a commander’s command authority.
  - Intelligence:** analysis of the operational environment to inform joint force commanders about adversary capabilities, centers of gravity, vulnerabilities, and future COAs and to help commanders and staffs understand and map friendly, neutral, and threat networks.

- Fires:** use available weapons and other systems to create a specific effect on a target. Joint fires are those delivered during the employment of forces from two or more components in coordinated action to produce desired results in support of a common objective.
- Movement and maneuver:** the disposition of joint forces to conduct operations by securing positional advantages before or during combat operations and by exploiting tactical success to achieve operational and strategic objectives. Maneuver is the employment of forces in the OA through movement in combination with fires to achieve a position of advantage in respect to the enemy.
- Protection:** Preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area. Includes force protection, force health protection (FHP), and other protection activities. The function focuses on force protection, which preserves the joint force's fighting potential in four primary ways (active defense, passive defense, application of technology and procedures to reduce the risk of friendly fire incidents, and emergency management and response). FHP complements force protection efforts by promoting, improving, preserving, or restoring the mental or physical well-being of Service members.
- Sustainment:** The provision of logistics and personnel services required to maintain operations through successful mission accomplishment and re-deployment of the force.
- None of the above**

13. Who would be the appropriate person or organizational level to validate your responses?

- Supervisor
- Squadron commander
- MAJCOM Functional Manager
- Career Field Manager
- Other (please specify): \_\_\_\_\_

## Appendix B.

### Initial Pre-Coding Questionnaire

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As part of the Chief of Staff of the Air Force's (CSAF) focus on strengthening joint leaders and teams, the Joint Experiences Working Group (JEWG) is developing processes for identifying, assessing, and tracking joint experiences. The JEWG has developed a proposed definition and set of indicators for joint, interagency, intergovernmental, and multinational (JIIM) experiences. We are testing the definition and indicators for use in pre-coding assignments.

Initial testing includes assignments at any rank. Please complete the following questionnaire for each position you have been asked to test code. Your feedback on the feasibility of the coding indicators and process is important. The research team will follow up with questions about which items are more useful, which items are more difficult, etc.

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1. What is your role?
  - CFM
  - MAJCOM A-1
  - MAJCOM Functional Manager
  - Other: \_\_\_\_\_
  
2. What is the rank and duty title of this position?
3. Does the assignment meet the following definition?

An assignment or experience that develops or demonstrates mastery of knowledge, skills, and abilities in joint, interagency, intergovernmental, or multinational (JIIM) topics or activities

  - Yes
  - No
  
4. How long is the assignment?
  
5. Please describe the duties relevant to joint, interagency, intergovernmental, or multinational (JIIM) topics or activities.
  
6. What proportion of the duties in this assignment involve joint, interagency, intergovernmental, or multinational topics or activities?  
\_\_\_\_\_%

7. Is interaction with non-Air-Force personnel required for the duties of this assignment?
- Yes (go to #8)
  - No (go to #9)
8. How frequently is interaction with non-Air-Force personnel required for the duties of this assignment?
- Daily
  - Weekly
  - Monthly
  - Quarterly
  - Semi-annually or less
  - Unknown/Unable to assess
9. Which of the following best describes the organizational level of this experience?  
(select one)
- Battalion
  - Brigade
  - Brigade Combat Team (BCT)
  - Carrier Strike Group (CSG)
  - Coalition
  - Combatant Command
  - Company
  - Corps
  - Division
  - Education Institution
  - Element
  - Flight
  - Group
  - Headquarters Air Force (HAF)
  - Joint Staff
  - Joint Task Force (JTF)
  - Marine Air Ground Task Force (MAGTF)
  - MAJCOM
  - Numbered Air Force (NAF)
  - Platoon
  - Squad
  - Squadron
  - Wing
  - Other: \_\_\_\_\_
10. Which of the following best describes the level associated with this assignment?  
(select one)
- Tactical
  - Operational
  - Strategic

11. Which of the following best describes the member's primary role in this assignment?  
(Select one)
- Learn -- Develops or demonstrates understanding of JIIM lexicon, organizations, and doctrine or knowledge of non-own-service organizations (other services, agencies, departments, or nations)
  - Integrate – Participates in a JIIM environment; demonstrates understanding of JIIM lexicon, organizations, and doctrine; applies knowledge of JIIM activities and operations
  - Influence – Builds upon “integrate;” applies knowledge and use of Air Force functions and capabilities within a JIIM environment to provide credible impact on operations, applies combined arms/unified action, operational and strategic art, or the integration of airpower
  - Lead – Coordinates, aligns, and/or directs efforts of a JIIM team to accomplish tactical, operational, or strategic objectives
12. Please indicate which of the following this assignment involves or provides significant exposure to (select all that apply):
- ◇ Other services
  - ◇ Joint matters
  - ◇ Interagency topics or activities (includes other departments, such as Department of State)
  - ◇ Intergovernmental topics or activities
  - ◇ Multinational topics or activities
13. Which of the following joint functions does this assignment involve? (select all that apply)
- Command and control:** the exercise of authority and direction by a commander over assigned and attached joint forces to accomplish the mission. Command includes both the authority and responsibility to use resources to accomplish assigned missions. To control is to manage and direct forces and functions consistent with a commander's command authority.
  - Intelligence:** analysis of the operational environment to inform joint force commanders about adversary capabilities, centers of gravity, vulnerabilities, and future COAs and to help commanders and staffs understand and map friendly, neutral, and threat networks.
  - Fires:** use available weapons and other systems to create a specific effect on a target. Joint fires are those delivered during the employment of forces from two or more components in coordinated action to produce desired results in support of a common objective.
  - Movement and maneuver:** the disposition of joint forces to conduct operations by securing positional advantages before or during combat operations and by exploiting tactical success to achieve operational and strategic objectives. Maneuver is the employment of forces in the OA through movement in combination with fires to achieve a position of advantage in respect to the enemy.
  - Protection:** Preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area. Includes force protection, force health protection (FHP), and

other protection activities. The function focuses on force protection, which preserves the joint force's fighting potential in four primary ways (active defense, passive defense, application of technology and procedures to reduce the risk of friendly fire incidents, and emergency management and response). FHP complements force protection efforts by promoting, improving, preserving, or restoring the mental or physical well-being of Service members.

- Sustainment:** The provision of logistics and personnel services required to maintain operations through successful mission accomplishment and re-deployment of the force.
- None of the above**



## Appendix C.

# Questionnaire Revisions in Response to Initial Feasibility Testing

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### A. For Both Questionnaires

**New Q1** The evaluator/applicant should provide their name and contact information in case questions arise in validating the nomination. Add a new Q1:

1. Please provide your name, rank, and contact information.

•Name: \_\_\_\_\_

•Rank: \_\_\_\_\_

•Telephone number: \_\_\_\_\_

•Email address: \_\_\_\_\_

**Old Q1 (Pre-Coding) and OldQ1 (Self-Nom)** Add “inter-service” to the definition to address the concern expressed by a self-nomination participant that inter-service assignments aren’t included.

Add “(e.g., NATO, UN, etc.)” after “intergovernmental” to better explain that word and “(e.g., non-NATO/UN, etc.)” after “multinational.” to address inconsistencies in similar self-nomination responses that suggest that the difference between these two terms is not clear.

“An IGO organization is an organization composed primarily of sovereign states, or of other intergovernmental organizations. IGOs are established by treaty or other agreement that acts as a charter creating the group. Examples include the United Nations, the World Bank, or the European Union.”

Source: Union of International Associations. <https://uia.org/faq/yb3>

Therefore, multinational would only cover coalition or other multinational activities that are not under the auspices of NATO or the UN but involve multiple countries (e.g., coalitions in support of OIF, OEF, multinational exercises).

**Old Q4, Q5, and Q11 (Pre-Coding) and OldQ11 (Self-Nom)** Add “(e.g., NATO, UN, etc.)” after “intergovernmental” and “(e.g., non-NATO/UN, etc.)” after “multinational.”

**Old Q8 (Pre-Coding) and OldQ8 (Self-Nom)** Add “NATO, UN or etc. command” and change “Coalition” to “Non-NATO/UN, etc. coalition command” to be consistent with definitions of intergovernmental and multinational and to address the absence of these selections noted in self-nominations.

Add OSD, as these assignments may be joint. See discussion regarding joint decorations and awards below.

**OldQ12 (Both).** This should include all the topics covered under the Joint Matters definition, rather than just the Joint Functions. Additionally, many of the participants did not have a good understanding of what the joint functions entailed. Examples of activities under each, derived from JP 3.0 Joint Operations and modified based upon JEWG and CFM discussion, help applicants to understand which function is most appropriate for their experience. However, they require additional review to ensure they meet the JEWG's intent. Additionally, many participants chose several of the functions making it difficult to discern what their primary experiences were. Applicants should be instructed to select only a primary and secondary experience.

Change OldQ12 to "Which of the following joint matters did this experience involve? Select no more than two by labeling the one that is most applicable to your experience with a "1" and the second most applicable with a "2."

Add the following text that appears in bold:

- Strategic planning, to include the National Military Strategy, contingency planning, and national security planning with other departments and agencies of the U.S.**
- Command and control: the exercise of authority and direction by a commander over assigned and attached joint forces to accomplish the mission. Command includes both the authority and responsibility to use resources to accomplish assigned missions **and can be tactical or operational. Examples of activities under this function are: Establish, organize, and operate a joint force HQ, command subordinate forces, prepare, modify, and publish plans, orders, and guidance, assign tasks, prescribe task performance standards, and designate operating areas, prioritize and allocate resources, communicate and maintain the status of information across the staff and joint force, coordinate and control the employment of joint lethal and nonlethal capabilities.**
- Intelligence: analysis of the operational environment to inform joint force commanders about adversary capabilities, centers of gravity, vulnerabilities, and future COAs and to help commanders and staffs understand and map friendly, neutral, and threat networks. **This can include activities supporting the Joint Intelligence Preparation of the Operation Environment (JIPOE). Example of activities under this function are: planning and direction of intelligence activities; collection of data; processing and exploitation of collected data to produce relevant information; analysis of information and production of intelligence; dissemination and integration of intelligence with operations and evaluation and feedback regarding intelligence effectiveness and quality.**
- Fires: use available weapons and other systems to create a specific effect on a target. Joint fires are those delivered during the employment of forces from two or more components in coordinated action to produce desired results in support of a common objective. **Fires typically produce destructive effects, but can be employed with little or no associated physical destruction. This function covers fires related to a number of tasks, missions, and processes, including: (1) Conduct Joint Targeting, the process of selecting and prioritizing targets and matching the appropriate response to them (air apportionment or ensuring the weight of the joint force air effort is consistent with the JFC's intent, is part of the targeting process), (2) Provide Joint Fire Support. includes joint fires that assist joint forces to move, maneuver, and control territory, populations, space, cyberspace, airspace, and key waters; (3) Countering Air and Missile Threats, which integrates offensive and defensive operations**

**and capabilities to attain and maintain a desired degree of air superiority and force protection; (4) Interdict Enemy Capabilities by diverting, disrupting, delaying, or destroying the enemy's military surface capabilities and can include interdicting vessels, air craft, vehicles, people, money, and cargo, and counter-proliferation and counter threat finance activities, (5) Conduct Strategic Attack, includes offensive action against targets—whether military, political, economic, or other—which are selected by the JFC specifically in order to achieve national or military strategic objectives; (6) Employ information-related capabilities within the information environment to create effects and operationally desirable conditions to include cyberattack, electronic attack, and military information support operations; and (7) Assess the Results of Employing Fires.**

- Movement and maneuver: the disposition of joint forces to conduct operations by securing positional advantages before or during combat operations and by exploiting tactical success to achieve operational and strategic objectives. **Activities under this function include: (1) Deploy, shift, regroup, or move joint and/or component force formations within the OA by any means or mode (i.e., air, land, or sea); (2) Maneuver or the employment of joint forces in the OA through movement in combination with fires to achieve a position of advantage); (3) Provide mobility for joint forces to facilitate their movement and maneuver without delays caused by terrain or obstacles; (4) Delay, channel, or stop movement and maneuver by enemy formations and includes operations that employ obstacles (i.e., countermobility), enforce sanctions and embargoes, and conduct blockades; (5) Control significant areas in the OA whose possession or control provides either side an operational advantage.**
- Protection: Preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area. Includes force protection, force health protection (FHP), and other protection activities. The function focuses on force protection, which preserves the joint force's fighting potential in four primary ways (active defense, passive defense, application of technology and procedures to reduce the risk of friendly fire incidents, and emergency management and response). FHP complements force protection efforts by promoting, improving, preserving, or restoring the mental or physical well-being of Service members. **Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Examples of activities are: (1) Provide air, space, and missile defense; (2) Protect US civilians and contractors authorized to accompany the force; (3) Conduct defensive countermeasure operations, including MILDEC in support of OPSEC, counterdeception, and counterpropaganda operations; (4) Conduct OPSEC, cyberspace defense, cybersecurity, defensive EA, and electronic protection activities; (5) Conduct personnel recovery operations; (6) Establish antiterrorism programs; (7) Establish capabilities and measures to prevent friendly fire incidents; (8) Secure and protect combat and logistics forces, bases, JSAs, and LOCs; (9) Provide physical protection and security for forces and means, to include conducting operations to mitigate the effects of explosive hazards ( e.g., C-IED); (10) Provide chemical, biological, radiological, and nuclear (CBRN) defense; (11) Mitigate the effects of CBRN incidents through thorough planning, preparation, response, and recovery; (12) Provide emergency management and response capabilities and services; (13) Protect the DODIN using cybersecurity and cyberspace defense measures; (14) Identify and neutralize insider threats; (15) Conduct identity collection activities (screening and vetting in support of I2).**
- Sustainment: The provision of logistics and personnel services required to maintain operations through successful mission accomplishment and re-deployment of the force. **Activities under**

**this function include: (1) Coordinate the supply of food, operational energy (fuel and other energy requirements), arms, munitions, and equipment for the joint force; (2) Provide for maintenance of equipment for the joint force; (3) Legal services involving the provision of advice to a JTFC or Combatant Commander; (4) Build and maintain contingency bases; (5) Assess, repair, and maintain infrastructure; (6) Acquire, manage, and distribute funds; (7) Provide common-user logistics support to other government agencies, international organizations, NGOs, and other nations; (8) Establish and coordinate movement services; (9) Establish large-scale detention compounds and sustain enduring detainee operations.**

- Information: encompasses the management and application of information and its deliberate integration with other joint functions to influence relevant-actor perceptions, behavior, action or inaction, and support human and automated decision making. Helps commanders and staffs understand and leverage the pervasive nature of information, its military uses, and its application during all military operations. Provides JFCs the ability to integrate the generation and preservation of friendly information while leveraging the inherent informational aspects of all military activities to achieve the commander's objectives and attain the end state.**
- Acquisition matters involving developing, testing, contracting, producing, or fielding of multi-service programs or systems.**
- Training, education, or advise and assist roles in a JIIM environment**
- Other, please indicate:**

There were training, advising, and equipping activities described by participants that are not recognized under the joint matters but are nonetheless JIIM. An additional option should be added to address those activities and "Other" activities not explicitly included.

## **B. Pre-Coding Questionnaire only**

**OldQ3 (Pre-Coding)** Change to read "How long is the assignment (in months)?" for consistency among responses.

## **C. Self-nomination Questionnaire only**

Many of the responses did not provide substantive information to support validation. Several of them also nominated several different experiences instead of just one. The use of acronyms required reviewers to do independent research to understand the nomination. Finally, some of the participants did not complete the entire questionnaire. Therefore, detailed instructions should be added to the beginning of the questionnaire to address these issues.

"Please comply with the following guidance in filling out the questionnaire:

- The experience must have been completed prior to applying for JIIM credit.
- If you are filling out a questionnaire for an assignment, include any the dates and a description of training you received or deployments you made during that assignment that meets the JIIM definition. Do not submit a separate application for that training or deployment. [Note: to avoid double counting experiences.]
- If submitting a training or deployment experience that is not associated with assignment or education experience, only submit one per application.

- Do not cut and paste from performance reports.
- Avoid using adjectives; use plain English to describe in detail your activities that meet the JIIM experience.
- Do not use acronyms.
- Answer all the questions. If any are left blank, the application will be considered incomplete.”

**OldQ2a.** Change to: “What was your duty title or position or the name of the exercise or course for which you are seeking JIIM credit?”

**NewQ2b.** “If an assignment or deployment, provide the name and location of the unit to which you were assigned. If it was training, education, or exercise please provide the name of the school or command where the experience took place and its location.” This will provide additional context for evaluation of the nomination.

**Q4.** Most responses to this question were not descriptive enough to allow for an understanding of why the experience met the JIIM definition. Many appeared to be copied from an OPR or were very cursory. Delete this question and add a new question at the end of the questionnaire requiring applicants to substantiate their responses to questions regarding roles and joint matters, functions or other activities. See below for new questions.

**NewQ5.** Add a new question “Were you awarded a Joint decoration or award for this experience? If so, please indicate the type of decoration or award, the dates for which it was awarded, the awarding command, and the decoration or award certificate’s justification.”

One of the CFMs noted that if an applicant received a joint decoration or award, that may be sufficient to award JIIM credit for the experience covered by the decoration or award. A joint decoration or award would therefore facilitate validation and approval of the experience. Under DoDM 1348.33-V4, of 12/21/16:

*“c. Unless otherwise stated, only Service members assigned to a joint duty activity (JDA) or joint task force (JTF) headquarters, or performing duties related to joint matters in accordance with Section 668 of Title 10, United States Code (U.S.C.), are eligible for the DoD Joint decorations and awards listed in Table 1.*

*(1) For JTF headquarters, DoD Joint PMD eligibility is limited to the JTF commander, members of the JTF commander’s staff, and members assigned or attached to the JTF headquarters as individuals (not as members of a Service unit).*

*(2) Individual mobilization augmentees assigned to a JDA or JTF headquarters are eligible for DoD Joint PMDs.*

*(3) Service members on temporary orders to a JDA or JTF are eligible for DoD Joint decorations for outstanding achievement. Such impact awards should be rare and only awarded for truly outstanding achievement.*

*(4) Service members permanently assigned to staff or faculty positions of joint-Service schools are eligible for DoD Joint PMDs; students of such schools are not.*

(6) Being under the operational control of a JDA or JTF does not constitute eligibility for a DoD Joint PMD or the JMUA.

(7) Members of military-specific units (i.e., Army, Navy, Marine Corps, and Air Force) assigned or attached to a JDA or JTF are not eligible for DoD Joint PMDs or the JMUA, but retain eligibility for PMDs and unit awards from their respective Military Service.

(a) Personnel assigned to Military Department components that are subsequently attached to a JDA or JTF for administrative or exercise purposes are not eligible for DoD Joint PMDs or the JMUA.

(b) Individual Service members performing as part of a unit whose mission is military Service-specific (e.g., mobile training teams) are not eligible for DoD PMDs or the JMUA.

(8) Eligibility for DoD Joint PMDs or the Joint Meritorious Unit Award does not constitute eligibility for joint duty assignment credit, in accordance with Section 668 of Title 10, U.S.C.”

**Table 1: DoD Joint Decorations and Awards (in Order of Precedence)**

Title of Decoration or Award	Category of Award
Defense Distinguished Service Medal	DoD Joint Personal Military Decoration
Defense Superior Service Medal	DoD Joint Personal Military Decoration
Defense Meritorious Service Medal	DoD Joint Personal Military Decoration
Joint Service Commendation Medal	DoD Joint Personal Military Decoration
Joint Service Achievement Medal	DoD Joint Personal Military Decoration

“The DDSM DDDSN may be awarded by the Secretary of Defense to any officer of the U.S. Armed Forces who performs exceptionally or superior meritorious service in a duty of great responsibility with or who rendered outstanding non-combat meritorious achievement or service while assigned to the OSD, the Organization of the Joint Chiefs of Staff, a specified or unified command, a Defense Agency, or for any such other joint activity as designated by the Secretary of Defense.

The JSCM may be awarded in the name of the Secretary of Defense to members of the U.S. Armed Forces who, while assigned to a JDA after January 1, 1963, distinguished themselves by meritorious service or achievement.

The JSAM is awarded in the name of the Secretary of Defense to members of the U.S. Armed Forces below the grade of O-6 who, while assigned to a JDA after August 3, 1983, distinguished themselves by outstanding performance of duty, meritorious achievement, or service.”

These rules suggest that an award of a PMD would automatically support JIIM credit.

**OldQ8.** Change to: 8. “Which of the following best describes the organizational level of this experience? Select only one. If you served in different organizational levels during this experience, select the one in which you spent the majority of the time.” Some participants selected multiple levels.

**OldQ9.** Change question to “If you answered “assignment,” deployment, or exercise in Question #3, which of the following best describes the level associated with this experience? Select only one.” Also add “deployment or exercise” the end of the N/A selection. Experiences in deployments and exercises can be at an operational or tactical level, and therefore should be included in this question.

**NewQ15** Instead of the old Q4, add a question requiring the applicant to substantiate their selections to Q10, Q11, Q12, Q13/Q14.

Add: “Please provide an explanation for your selections in Questions 10, 11, 12, 13/14 that would support validation of your experience.”

**OldQ13** Add 15a. “Please provide the person’s name and contact information (telephone number and email address.)”

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## **Appendix D.**

# **Quick Reference Guide to JIIM Indicators and Related Definitions**

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This document provides a short reference for the indicators and additional data and related definitions used in the Joint Talent Tracking and Management (JTTM) process for Joint, Interagency, Intergovernmental, Multinational (JIIM) experiences.

### **A. Overview of Indicators**

The following “indicators” are used in both the pre-coding and self-nomination processes.

1. Experience type (Assignment, Deployment, Training or Education, Exercise)
2. Rank
3. Duty title, unit, location
4. Start date/end date
5. JIIM entity (Joint, Interagency, Intergovernmental, Multinational, or Non-governmental)
6. Mission level (Tactical, Operational, Strategic)
7. JIIM role (Learn, Integrate, Influence, Lead)
8. Joint functions and/or joint matters (as listed in Joint Publication 3-0 Joint Operations of 17 January 2017 and 10 U.S. Code §668 (2018), respectively).
9. Organizational level

Additional data requested in the self-nomination process to support validation are:

- Joint awards
  - Type
  - Date
  - Justification
  - Substantiating documents
- Substantiating comments

### **B. Definitions of Indicators**

The following definitions apply to the indicators. (The definitions are organized according to their use within the pre-coding and self-nomination questionnaires.)

**JIIM:** Joint, interagency, intergovernmental, or multinational

**JIIM Experience:** Any assignment or experience that develops or demonstrates mastery of knowledge, skills, and abilities in joint, interagency, intergovernmental, multinational (JIIM) or nongovernmental topics or activities.

**Joint** involves activities, operations, organizations in which elements of two or more Military Departments participate. (DoD Dictionary of Military and Associated Terms (hereafter DoD Dictionary), 2018.) Joint experience can be gained while serving in an Air Force assignment.

**Interagency** involves activities of or pertaining to U.S. government agencies and departments, including the Department of Defense, or state and local governments. (Derived from the DoD Dictionary, 2018.)

**Intergovernmental** involves activities of or pertaining to a group created by a formal agreement, such as a treaty, between two or more governments on a global, regional, or functional basis; formed to protect and promote national interests shared by member states (e.g., NATO, UN, and the Organization for Security Co-operation in Europe, the African Union). (Derived from the U.S. Government Compendium of Interagency and Associated Terms, 2017.)

**Multinational** involves activities of or pertaining to two or more forces or agencies of two or more nations or coalition partners. (DoD Dictionary, 2018.)

**Nongovernmental** involves activities of or pertaining to a private, self-governing, not for profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution and/or encouraging the establishment of democratic institutions and civil society. (DoD Dictionary, 2018) Examples include the Red Cross, OXFAM, UNICEF, and CARE International.

## **MISSION LEVEL**

**Tactical** – the level of warfare at which battles and engagements are planned and executed to achieve military objectives assigned to tactical units or joint task forces. (DOD Dictionary, 2018, definition for tactical level of warfare)

Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and enemy to achieve combat objectives. (Derived from Joint Publication 3-0 Joint Operations, 2017 (hereafter JP 3-0))

**Operational** – The level of warfare at which campaigns and major operations are planned, conducted, and sustained to achieve strategic objectives within theaters or other operational areas. (DoD Dictionary, 2018 definition for operational level of warfare)

The operational level of warfare links strategy and tactics by establishing operational objectives needed to achieve the military end states and strategic objectives. Activities at this level sequence tactical actions to achieve objectives. The focus at this level is on the planning and execution of operations using operational art: the cognitive approach by commanders and staffs – supported by their skill, knowledge, experience, creativity, and judgment – to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, and means. (Derived and excerpted from JP 3-0)

**Strategic** – The level of warfare at which a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) strategic security objectives and guidance, then develops and uses national resources to achieve those objectives. (DoD Dictionary, 2018, for strategic level of warfare)

At this level, a nation develops a strategy or set of ideas to employ the instruments of national power in a synchronized and integrated fashion to achieve national, multinational, and theater objectives. The President, aided by the NSC, establishes policy and national strategic objectives. SECDEF translates these objectives into strategic military objectives that facilitate theater strategic planning by the Combatant Commanders, who may also discuss strategic matters with CJCS and allies and officials from other nations. (Derived and excerpted from JP 3-0)

## **JIIM ROLE**

**Learn** – Develops or demonstrates understanding of JIIM lexicon, organizations, and doctrine or knowledge of non-own-service organizations (other services, agencies, departments, or nations). (Developed by the JTTM working group)

**Integrate** – Builds upon “learn”; participates in a JIIM environment; applies knowledge of JIIM activities and operations. (Derived from the Joint Competency Working Group)

**Influence** – Builds upon “integrate;” applies Air Force functions and capabilities within a JIIM environment to provide credible impact on operations, applies combined arms/unified action, operational and strategic art, or the integration of airpower. (Derived from the Joint Competency Working Group)

**Lead** – Builds upon “influence;” coordinates, aligns, and/or directs efforts of a JIIM team to accomplish tactical, operational, or strategic objectives. (Derived from the Joint Competency Working Group)

## JOINT FUNCTIONS AND/OR JOINT MATTERS

- **Planning** – activities supporting the development of the National Military Strategy, contingency planning, and national security planning with other departments and agencies of the U.S. (Derived from the definition of Joint Matters)
- **Policy** – the provision of advice and development of guidance in alignment with national security objectives. (Developed by the JTTM working group)
- **Command and control** – the exercise of authority and direction by a commander over assigned and attached joint forces to accomplish the mission. (Excerpted from JP 3-0)
  - Command includes both the authority and responsibility to use resources to accomplish assigned missions and can be tactical or operational. Examples of activities under this function are: Establish, organize, and operate a joint force HQ; command subordinate forces; prepare, modify, and publish plans, orders, and guidance; establish command authorities among subordinate commanders; assign tasks, prescribe task performance standards, and designate operating areas; prioritize and allocate resources; manage risk; communicate and maintain the status of information across the staff and joint force; and coordinate and control the employment of joint lethal and nonlethal capabilities. (Derived from JP 3-0)
- **Information** – encompasses the management and application of information and its deliberate integration with other joint functions to influence relevant-actor perceptions, behavior, action or inaction, and support human and automated decision making.
  - Information that helps commanders and staffs understand and leverage the pervasive nature of information, its military uses, and its application during all military operations. Provides JFCs the ability to integrate the generation and preservation of friendly information while leveraging the inherent informational aspects of all military activities to achieve the commander’s objectives and attain the end state. (Excerpted from JP 1 Doctrine for the Armed Forces of the United States, 2013, Chg 1 of 2017.)
- **Intelligence** – analysis of the operational environment to inform joint force commanders about adversary capabilities, centers of gravity, vulnerabilities, and future COAs and to help commanders and staffs understand and map friendly, neutral, and threat networks (Derived from JP 3-0)
  - Activities can include activities supporting the Joint Intelligence Preparation of the Operation Environment (JIPOE). Example of activities under this function are: planning and direction of intelligence activities; collection of data; processing and exploitation of collected data to produce relevant information; analysis of information and production of intelligence; dissemination and integration of intelligence with operations and evaluation and feedback regarding intelligence effectiveness and quality. (Derived and excerpted from JP 3-0)

- **Fires** – the use of available weapons and other systems to create a specific effect on a target. Joint fires are those delivered during the employment of forces from two or more components in coordinated action to produce desired results in support of a common objective. (Derived from JP 3-0)
 

Fires typically produce destructive effects, but can be employed with little or no associated physical destruction. This function covers fires related to a number of tasks, missions, and processes, including: (1) Conduct Joint Targeting, the process of selecting and prioritizing targets and matching the appropriate response to them (air apportionment is part of the targeting process), (2) Provide Joint Fire Support, includes joint fires that assist joint forces to move, maneuver, and control territory, populations, space, cyberspace, airspace, and key waters; (3) Countering Air and Missile Threats, integrates offensive and defensive operations and capabilities to attain and maintain a desired degree of air superiority and force protection; (4) Interdict Enemy Capabilities by diverting, disrupting, delaying, or destroying the enemy’s military surface capabilities and includes interdicting vessels, air craft, vehicles, people, money, and cargo, and counter-proliferation and counter threat finance activities, (5) Conduct Strategic Attack, includes offensive action against targets—whether military, political, economic, or other—which are selected by the JFC specifically in order to achieve national or military strategic objectives; (6) Employ information-related capabilities within the information environment to create effects and operationally desirable conditions to include cyberattack, electronic attack, and military information support operations; and (7) Assess the Results of Employing Fires. (Derived from JP 3-0)
- **Movement and maneuver** – the disposition of joint forces to conduct operations by securing positional advantages before or during combat operations and by exploiting tactical success to achieve operational and strategic objectives. (Excerpted from JP 3-0)
 

Maneuver is the employment of forces in the OA through movement in combination with fires to achieve a position of advantage in respect to the enemy. Activities under this function include: (1) Deploy, shift, regroup, or move joint and/or component force formations within the OA by any means or mode; (2) Maneuver or employ joint forces in the OA through movement in combination with fires to achieve a position of advantage); (3) Provide mobility for joint forces to facilitate their movement and maneuver without delays caused by terrain or obstacles; (4) Delay, channel, or stop movement and maneuver by enemy formations and includes operations that employ obstacles (i.e., countermobility), enforce sanctions and embargoes, and conduct blockades; (5) Control significant areas in the OA whose possession or control provides either side an operational advantage. (Derived and excerpted from JP 3-0)
- **Protection** – preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area. Includes

force protection, force health protection (FHP), and other protection activities. (Derived from JP 3-0)

The function focuses on force protection, which preserves the joint force's fighting potential in four primary ways (active defense, passive defense, application of technology and procedures to reduce the risk of friendly fire incidents, and emergency management and response). FHP complements force protection efforts by promoting, improving, preserving, or restoring the mental or physical well-being of Service members. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Examples of activities are: (1) Provide air, space, and missile defense; (2) Protect US civilians and contractors authorized to accompany the force; (3) Conduct defensive countermeasure operations, including MILDEC in support of OPSEC, counter-deception, and counterpropaganda operations; (4) Conduct OPSEC, cyberspace defense, cybersecurity, defensive EA, and electronic protection activities; (5) Conduct personnel recovery operations; (6) Establish antiterrorism programs; (7) Establish capabilities and measures to prevent friendly fire incidents; (8) Secure and protect combat and logistics forces, bases, JSAs, and LOCs; (9) Provide physical protection and security for forces and means, to include conducting operations to mitigate the effects of explosive hazards ( e.g., C-IED); (10) Provide chemical, biological, radiological, and nuclear (CBRN) defense; (11) Mitigate the effects of CBRN incidents through thorough planning, preparation, response, and recovery; (12) Provide emergency management and response capabilities and services; (13) Protect the DODIN using cybersecurity and cyberspace defense measures; (14) Identify and neutralize insider threats; (15) Conduct identity collection activities (screening and vetting in support of I2). (Derived and excerpted from JP 3-0)

- **Sustainment** – the provision of logistics and personnel services required to maintain operations through successful mission accomplishment and re-deployment of the force. (Excerpted from JP 3-0)

Activities under this function include: (1) Coordinate the supply of food, operational energy (fuel and other energy requirements), arms, munitions, and equipment for the joint force; (2) Provide for maintenance of equipment for the joint force; (3) Legal services involving the provision of advice to a JTFC or Combatant Commander; (4) Build, operate and maintain contingency bases; (5) Assess, repair, and maintain infrastructure; (6) Provide common-user logistics support to other government agencies, international organizations, NGOs, and other nations; (8) Establish and coordinate movement services for the joint force; (9) Establish large-scale detention compounds and sustain detainee operations. (Excerpted from JP 3-0)

- **Acquisition** – matters involving developing, testing, contracting, producing, or fielding of multi-service programs or systems. (Excerpted from the definition of Joint Functions 10 USC §668)

## Appendix E.

# Final Self-Nomination Questionnaire

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### INTRO PAGE

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The following guidance is provided to assist in filling out the questionnaire:

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- The experience must have been completed prior to applying for JIIM credit.
  - If you are filling out a questionnaire for an assignment, include any the dates and a description of training you received or deployments you made during that assignment that meets the JIIM definition. Do not submit a separate application for that training or deployment. [Note: to avoid double counting experiences.]
  - If submitting a training or deployment experience that is not associated with assignment or education experience, only submit one per application.
  - Do not cut and paste from performance reports.
  - Avoid using adjectives; use plain English to describe in detail your activities.
  - Do not use acronyms.
  - Answer all the questions. If any are left blank, the application will be considered incomplete.
- 

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### SCREENING QUESTION

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1. Does your experience meet the following definition?

Any assignment or experience that develops or demonstrates mastery of knowledge, skills, and abilities in joint, interagency, intergovernmental, multinational (JIIM) or nongovernmental topics or activities.

*The following definitions are applied to these terms:*

**Joint** involves activities, operations, organizations in which elements of two or more Military Departments participate (derived from the DoD Dictionary of Military and Associated Terms (hereafter DoD Dictionary), 2018). Joint experience can be gained while serving in an Air Force assignment.

**Interagency** involves activities of or pertaining to U.S. government agencies and Departments, including the Department of Defense, or state and local governments (derived from the DoD Dictionary, 2018).

**Intergovernmental** involves activities of or pertaining to a group created by a formal agreement, such as a treaty, between two or more governments on a global, regional, or functional basis; formed to protect and promote national interests shared by member states (derived from the U.S. Government Compendium of Interagency and Associated Terms, 2017). Examples include NATO, UN, the Organization for Security Co-operation in Europe, and the African Union

**Multinational** involves activities of or pertaining to two or more forces or agencies of two or more nations or coalition partners (derived from the DoD Dictionary, 2018). This does not include experiences with intergovernmental organizations.

**Nongovernmental** involves activities of or pertaining to a private, self-governing, not for profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution and/or encouraging the establishment of democratic institutions and civil society (DoD Dictionary, 2018). Examples include the Red Cross, OXFAM, UNICEF, CARE International

*[If yes, continue to 2; If no, continue to exit message]*

- Yes
- No

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#### PERSONAL INFORMATION – *To interface from MyVector/MiLPDS*

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2. First name *[Free text field]*
3. Last name *[Free text field]*
4. Position Number *[Free text with limit of 10 numbers]*
5. Rank *[Select from pull down menu of all ranks]*
6. Telephone number *[Free text with limit of 10 numbers]*
7. E-mail address *[Free text field]*
8. Please select your career field *[Enable selection from a pull down menu of all career fields]*
9. Please provide the name of your supervisor *[Free text response]*
10. Please provide the e-mail address of your supervisor *[Free text response]*

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#### BASIC POSITION INFORMATION

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11. What type of experience are you reporting (select one)?

*[Allow selection of one response only]*

- Assignment
- Deployment
- Training or Education
- Exercise

12. Duty title or position *[Free text field]*

13. Name of unit to which you were assigned *[Free text field]*

*[Only show this item if selected “Assignment” or “Deployment” for #8]*

14. Location of unit to which you were assigned *[Free text field]*

*[Only show this item if selected “Assignment” or “Deployment” for #8]*



15. Name of the training, education, or exercise *[Free text field]*  
*[Only show this item if selected “Training or Education” or “Exercise”]*
16. Name of school or command where the experience took place *[Free text field]*  
*[Only show this item if selected “Training or Education” or “Exercise”]*
17. Location of school or command where the experience took place *[Free text field]*  
*[Only show this item if selected “Training or Education” or “Exercise”]*
18. Rank at the time of the experience (Select all that apply) *[Select from pull down menu of all ranks, allow selection of multiple]*
19. Start date of the experience *[Date entry; provide calendar to select date]*
20. End date of the experience *[Date entry; provide calendar to select date]*
21. Which of the following best describes the organizational level of this experience? (Select one - if you served in different organizational levels during the experience, select the one in which you spent the majority of your time) *[Allow selection of one response only]*
- Battalion
  - Brigade
  - Brigade Combat Team (BCT)
  - Carrier Strike Group (CSG)
  - Combatant Command
  - Company
  - Corps
  - Division
  - Education Institution
  - Element
  - Flight
  - Group
  - Headquarters Air Force (HAF)
  - Joint Staff
  - Joint Task Force (JTF)
  - Marine Air Ground Task Force (MAGTF)
  - MAJCOM
  - Numbered Air Force (NAF)
  - NATO, UN, etc. Command
  - Non-NATO/UN, etc. Coalition Command
  - OSD
  - Platoon
  - Squad
  - Squadron
  - Wing
  - Other *[Provide free text field upon selection of other response]*

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## JOINT DECORATION OR AWARD

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24. Were you awarded a Joint decoration or award for this experience?

*[If yes, continue to 25; If no, continue to 30]*

- Yes
- No

25. Type of decoration or award *[Free text field]*

26. Date of award *[Date entry; provide calendar to select date]*

27. Awarding command *[Free text field]*

28. Decoration or award certificate's justification *[Free text field]*

29. Upload a PDF of the award certificate *[Provide upload capability]*

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## JOINT EXPERIENCE OVERVIEW

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30. In which of the following areas does this experience involve the most exposure? (Select up to two areas) *[Show definitions from question 1 in pop-up boxes corresponding to the relevant term; Allow selection of up to two options]*

- Other services
- Interagency
- Intergovernmental
- Multinational
- Nongovernmental

31. Which of the following best describes your primary role in this experience? (Select one)

*[Allow selection of one response only]*

- Learn** – Develops or demonstrates understanding of JIIM lexicon, organizations, and doctrine or knowledge of non-own-service organizations (other services, agencies, departments, or nations).
- Integrate** – Builds upon “learn;” participates in a JIIM environment; applies knowledge of JIIM activities and operations.
- Influence** – Builds upon “integrate;” applies Air Force functions and capabilities within a JIIM environment to provide credible impact on operations; applies combined arms/unified action, operational and strategic art, or the integration of airpower.
- Lead** – Builds upon “influence;” coordinates, aligns, and/or directs efforts of a JIIM team to accomplish tactical, operational, or strategic objectives.

32. Which of the following joint matters or joint functions did this experience involve?

(Select no more than two by labeling the one that is most applicable to your experience with a “1” and the second most applicable with a “2.”) *[Allow respondents to mark one “1” and one “2” only]*

- **Planning:** activities supporting the development of the National Military Strategy, contingency planning, and national security planning with other departments and agencies of the U.S.
- **Policy:** the provision of advice and development of guidance in alignment with national security objectives.
- **Command and control:** the exercise of authority and direction by a commander over assigned and attached joint forces to accomplish the mission.

*[Provide the following text in a pop-up box]*

Command includes both the authority and responsibility to use resources to accomplish assigned missions and can be tactical or operational. Examples of activities under this function are: Establish, organize, and operate a joint force HQ; command subordinate forces; prepare, modify, and publish plans, orders, and guidance; establish command authorities among subordinate commanders; assign tasks, prescribe task performance standards, and designate operating areas; prioritize and allocate resources; manage risk; communicate and maintain the status of information across the staff and joint force; and coordinate and control the employment of joint lethal and nonlethal capabilities.

- **Information:** encompasses the management and application of information and its deliberate integration with other joint functions to influence relevant-actor perceptions, behavior, action or inaction, and support human and automated decision making.

*[Provide the following text in a pop-up box]*

Information that helps commanders and staffs understand and leverage the pervasive nature of information, its military uses, and its application during all military operations. Provides JFCs the ability to integrate the generation and preservation of friendly information while leveraging the inherent informational aspects of all military activities to achieve the commander's objectives and attain the end state.

- **Intelligence:** analysis of the operational environment to inform joint force commanders about adversary capabilities, centers of gravity, vulnerabilities, and future COAs and to help commanders and staffs understand and map friendly, neutral, and threat networks.

*[Provide the following text in a pop-up box]*

Activities can include activities supporting the Joint Intelligence Preparation of the Operation Environment (JIPOE). Example of activities under this function are: planning and direction of intelligence activities; collection of data; processing and exploitation of collected data to produce relevant information; analysis of information and production of intelligence; dissemination and integration of intelligence with operations and evaluation and feedback regarding intelligence effectiveness and quality.

- **Fires:** the use of available weapons and other systems to create a specific effect on a target. Joint fires are those delivered during the employment of forces from two or more components in coordinated action to produce desired results in support of a common objective.

*[Provide the following text in a pop-up box]*

Fires typically produce destructive effects, but can be employed with little or no associated physical destruction. This function covers fires related to a number of tasks, missions, and processes, including: (1) Conduct Joint Targeting, the process of selecting and prioritizing targets and matching the appropriate response to them (air apportionment is part of the targeting process), (2) Provide Joint Fire Support, includes joint fires that assist joint forces to move, maneuver, and control territory, populations, space, cyberspace, airspace, and key waters; (3) Countering Air and Missile Threats, integrates offensive and defensive operations and capabilities to attain and maintain a desired degree of air superiority and force protection; (4) Interdict Enemy Capabilities by diverting, disrupting, delaying, or destroying the enemy's military surface capabilities and includes interdicting vessels, air craft, vehicles, people, money, and cargo, and counter-proliferation and counter threat finance activities, (5) Conduct Strategic Attack, includes offensive action against targets—whether military, political, economic, or other—which are selected by the JFC specifically in order to achieve national or military strategic objectives; (6) Employ information-related capabilities within the information environment to create effects and operationally desirable conditions to include cyberattack, electronic attack, and military information support operations; and (7) Assess the Results of Employing Fires.

- **Movement and maneuver:** the disposition of joint forces to conduct operations by securing positional advantages before or during combat operations and by exploiting tactical success to achieve operational and strategic objectives.

*[Provide the following text in a pop-up box]*

Maneuver is the employment of forces in the OA through movement in combination with fires to achieve a position of advantage in respect to the enemy. Activities under this function include: (1) Deploy, shift, regroup, or move joint and/or component force formations within the OA by any means or mode; (2) Maneuver or employ joint forces in the OA through movement in combination with fires to achieve a position of advantage; (3) Provide mobility for joint forces to facilitate their movement and maneuver without delays caused by terrain or obstacles; (4) Delay, channel, or stop movement and maneuver by enemy formations and includes operations that employ obstacles (i.e., countermobility), enforce sanctions and embargoes, and conduct blockades; (5) Control significant areas in the OA whose possession or control provides either side an operational advantage.

- **Protection:** preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area. Includes force protection, force health protection (FHP), and other protection activities.

*[Provide the following text in a pop-up box]*

The function focuses on force protection, which preserves the joint force's fighting potential in four primary ways (active defense, passive defense, application of technology and procedures to reduce the risk of friendly fire incidents, and emergency management and response). FHP complements force protection efforts by promoting, improving, preserving, or restoring the mental or physical well-being of Service members. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Examples of activities are: (1) Provide air, space, and missile defense; (2) Protect US civilians and contractors authorized to accompany the force; (3) Conduct defensive countermeasure operations, including MILDEC in support of OPSEC, counterdeception, and counterpropaganda operations; (4) Conduct OPSEC, cyberspace defense, cybersecurity, defensive EA, and electronic protection activities; (5) Conduct personnel recovery operations; (6) Establish antiterrorism programs; (7) Establish capabilities and measures to prevent friendly fire incidents; (8) Secure and protect combat and logistics forces, bases, JSAs, and LOCs; (9) Provide physical protection and security for forces and means, to include conducting operations to mitigate the effects of explosive hazards ( e.g., C-IED); (10) Provide chemical, biological, radiological, and nuclear (CBRN) defense; (11) Mitigate the effects of CBRN incidents through thorough planning, preparation, response, and recovery; (12) Provide emergency management and response capabilities and services; (13) Protect the DODIN using cybersecurity and cyberspace defense measures; (14) Identify and neutralize insider threats; (15) Conduct identity collection activities (screening and vetting in support of I2).

- **Sustainment:** The provision of logistics and personnel services required to maintain operations through successful mission accomplishment and re-deployment of the force.

*[Provide the following text in a pop-up box]*

Activities under this function include: (1) Coordinate the supply of food, operational energy (fuel and other energy requirements), arms, munitions, and equipment for the joint force; (2) Provide for maintenance of equipment for the joint force; (3) Legal services involving the provision of advice to a JTFC or Combatant Commander; (4) Build, operate and maintain contingency bases; (5) Assess, repair, and maintain infrastructure; (6) Provide common-user logistics support to other government agencies, international organizations, NGOs, and other nations; (8) Establish and coordinate movement services for the joint force; (9) Establish large-scale detention compounds and sustain detainee operations.]

- **Acquisition:** matters involving developing, testing, contracting, producing, or fielding of multi-service programs or systems.

- None of the above** *[Provide free text field upon selection of this response with the following prompt]*

Please briefly describe the joint matters or joint functions involved in this experience. For example, the experience may involve providing training and advice to foreign security forces]

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## SUPPORTING DETAILS AND DOCUMENTATION

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33. You indicated the following in your self-nomination of JIIM experience:

- *[Insert response selection(s) for 30]*
- *[Insert response selection for 31]*
- *[Insert response selection for 32]*
- *[Insert response selections for 33]*

Please provide an explanation to support your responses. Describe your experience and provide specific examples that will assist your supervisor and/or Career Field Manager in verifying your responses. Do not cut and paste from performance reports or use acronyms. *[Free text response]*

34. Please attach any documentation that may be helpful in verifying your responses *[Provide upload capability]*

## Appendix F.

### Final Pre-Coding Questionnaire

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#### SCREENING QUESTION

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1. Does the assignment meet the following definition?

Any assignment or experience that develops or demonstrates mastery of knowledge, skills, and abilities in joint, interagency, intergovernmental, multinational (JIIM) or nongovernmental topics or activities

*The following definitions are applied to these terms:*

**Joint** involves activities, operations, organizations in which elements of two or more Military Departments participate (DoD Dictionary of Military and Associated Terms (hereafter DoD Dictionary), 2018). Joint experience can be gained while serving in an Air Force assignment.

**Interagency** involves activities of or pertaining to U.S. government agencies and Departments, including the Department of Defense, or state and local governments. (Derived from the DoD Dictionary, 2018.)

**Intergovernmental** involves activities of or pertaining to a group created by a formal agreement, such as a treaty, between two or more governments on a global, regional, or functional basis; formed to protect and promote national interests shared by member states (derived from the U.S. Government Compendium of Interagency and Associated Terms, 2017). Examples include NATO, UN, the Organization for Security Co-operation in Europe, and the African Union.

**Multinational** involves activities of or pertaining to two or more forces or agencies of two or more nations or coalition partners (derived from the DoD Dictionary, 2018). This does not include experiences with intergovernmental organizations.

**Nongovernmental** involves activities of or pertaining to a private, self-governing, not for profit organization dedicated to alleviating human suffering and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution and/or encouraging the establishment of democratic institutions and civil society (DoD Dictionary, 2018). Examples include the Red Cross, OXFAM, UNICEF, CARE International.

*[If yes, continue to 2; If no, continue to exit message]*

- Yes
- No

---

PERSONAL INFORMATION OF CODER – *To interface from MyVector/MiLPDS*

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2. Role in the assignment process *[Allow selection of one response only]*
  - CFM
  - MAJCOM A-1
  - MAJCOM Functional Manager
  - Other: \_\_\_\_\_
3. First name *[Free text field]*
4. Last name *[Free text field]*
5. Position Number *[Free text with limit of 10 numbers]*
6. Rank *[Select from pull down menu of all ranks]*
7. Telephone number *[Free text with limit of 10 numbers]*
8. E-mail address *[Free text field]*

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BASIC POSITION INFORMATION

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9. Duty title of the position *[Free text field]*
10. Rank of the position *[Select from pull down menu of all ranks]*
11. How long is the assignment (in months) *[Free text range of two numbers with a limit of two digits for each number]*
12. Which of the following best describes the organizational level of this assignment? (Select one) *[Allow selection of one response only]*
  - Battalion
  - Brigade
  - Brigade Combat Team (BCT)
  - Carrier Strike Group (CSG)
  - Combatant Command
  - Company
  - Corps
  - Division
  - Education Institution
  - Element
  - Flight
  - Group
  - Headquarters Air Force (HAF)
  - Joint Staff
  - Joint Task Force (JTF)
  - Marine Air Ground Task Force (MAGTF)



- MAJCOM
- Numbered Air Force (NAF)
- NATO, UN, etc. Command
- Non-NATO/UN, etc. Coalition Command
- OSD
- Platoon
- Squad
- Squadron
- Wing
- Other *[Provide free text field upon selection of other response]*

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## JOINT EXPERIENCE OVERVIEW

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13. In which of the following areas does this experience involve the most exposure? (Select up to two areas) *[Show definitions from question 1 in pop-up boxes corresponding to the relevant term; Allow selection of up to two options]*
- Other services
  - Interagency
  - Intergovernmental
  - Multinational
  - Nongovernmental
14. Please describe the duties relevant to joint, interagency, intergovernmental, multinational (JIIM) or nongovernmental topics or activities. *[Free text field]*  
*[Show definitions from question 1 in pop-up boxes corresponding to the relevant term]*

---

## JIIM ORGANIZATIONAL LEVEL AND ROLE

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15. Which of the following best describes the level associated with this assignment? (Select one)  
*[Allow selection of one response only]*
- Tactical – the level of warfare at which battles and engagements are planned and executed to achieve military objectives assigned to tactical units of joint task forces.  
*[Provide the following text in a pop-up box]*  
Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and enemy to achieve combat objectives.
  - Operational – The level of warfare at which campaigns and major operations are planned, conducted, and sustained to achieve strategic objectives within theaters or other operational areas.  
*[Provide the following text in a pop-up box]*  
The operational level of warfare links strategy and tactics by establishing operational objectives needed to achieve the military end states and strategic objectives. Activities at this level sequence tactical

actions to achieve objectives. The focus at this level is on the planning and execution of operations using operational art: the cognitive approach by commanders and staffs – supported by their skill, knowledge, experience, creativity, and judgment – to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, and means.

- Strategic - The level of warfare at which a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) strategic security objectives and guidance, then develops and uses national resources to achieve those objectives.

*[Provide the following text in a pop-up box]*

At this level, a nation develops a strategy or set of ideas to employ the instruments of national power in a synchronized and integrated fashion to achieve national, multinational, and theater objectives. The President, aided by the National Security Council, establishes policy and national strategic objectives. The Secretary of Defense translates these objectives into strategic military objectives that facilitate theater strategic planning by the Combatant Commanders, who may also discuss strategic matters with the Chairman of the Joint Chiefs of Staff and allies and officials from other nations.

16. Which of the following best describes the member’s primary role in this assignment? (Select one) *[Allow selection of one response only]*

- **Learn** – Develops or demonstrates understanding of JIIM lexicon, organizations, and doctrine or knowledge of non-own-service organizations (other services, agencies, departments, or nations).
- **Integrate** – Builds upon “learn;” participates in a JIIM environment; applies knowledge of JIIM activities and operations.
- **Influence** – Builds upon “integrate;” applies Air Force functions and capabilities within a JIIM environment to provide credible impact on operations; applies combined arms/unified action, operational and strategic art, or the integration of airpower.
- **Lead** – Builds upon “influence;” coordinates, aligns, and/or directs efforts of a JIIM team to accomplish tactical, operational, or strategic objectives.

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#### JIIM FUNCTIONS PERFORMED

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17. Which of the following joint matters or joint functions does this assignment involve? (Select up to two by labelling the one that is most applicable to the assignment with a “1” and the second most applicable with a “2.”) *[Allow respondents to mark one “1” and one “2” only]*

- Planning:** activities supporting the development of the National Military Strategy, contingency planning, and national security planning with other departments and agencies of the U.S.
- Policy:** the provision of advice and development of guidance in alignment with national security objectives.

- **Command and control:** the exercise of authority and direction by a commander over assigned and attached joint forces to accomplish the mission.

*[Provide the following text in a pop-up box]*

Command includes both the authority and responsibility to use resources to accomplish assigned missions and can be tactical or operational. Examples of activities under this function are: Establish, organize, and operate a joint force HQ; command subordinate forces; prepare, modify, and publish plans, orders, and guidance; establish command authorities among subordinate commanders; assign tasks, prescribe task performance standards, and designate operating areas; prioritize and allocate resources; manage risk; communicate and maintain the status of information across the staff and joint force; and coordinate and control the employment of joint lethal and nonlethal capabilities.
- **Information:** encompasses the management and application of information and its deliberate integration with other joint functions to influence relevant-actor perceptions, behavior, action or inaction, and support human and automated decision making.

*[Provide the following text in a pop-up box]*

Information that helps commanders and staffs understand and leverage the pervasive nature of information, its military uses, and its application during all military operations. Provides JFCs the ability to integrate the generation and preservation of friendly information while leveraging the inherent informational aspects of all military activities to achieve the commander's objectives and attain the end state.
- **Intelligence:** analysis of the operational environment to inform joint force commanders about adversary capabilities, centers of gravity, vulnerabilities, and future COAs and to help commanders and staffs understand and map friendly, neutral, and threat networks.

*[Provide the following text in a pop-up box]*

Activities can include activities supporting the Joint Intelligence Preparation of the Operation Environment (JIPOE). Example of activities under this function are: planning and direction of intelligence activities; collection of data; processing and exploitation of collected data to produce relevant information; analysis of information and production of intelligence; dissemination and integration of intelligence with operations and evaluation and feedback regarding intelligence effectiveness and quality.
- **Fires:** the use of available weapons and other systems to create a specific effect on a target. Joint fires are those delivered during the employment of forces from two or more components in coordinated action to produce desired results in support of a common objective.

*[Provide the following text in a pop-up box]*

Fires typically produce destructive effects, but can be employed with little or no associated physical destruction. This function covers fires related to a number of tasks, missions, and processes, including: (1)

Conduct Joint Targeting, the process of selecting and prioritizing targets and matching the appropriate response to them (air apportionment is part of the targeting process), (2) Provide Joint Fire Support, includes joint fires that assist joint forces to move, maneuver, and control territory, populations, space, cyberspace, airspace, and key waters; (3) Countering Air and Missile Threats, integrates offensive and defensive operations and capabilities to attain and maintain a desired degree of air superiority and force protection; (4) Interdict Enemy Capabilities by diverting, disrupting, delaying, or destroying the enemy's military surface capabilities and includes interdicting vessels, air craft, vehicles, people, money, and cargo, and counter-proliferation and counter threat finance activities, (5) Conduct Strategic Attack, includes offensive action against targets—whether military, political, economic, or other—which are selected by the JFC specifically in order to achieve national or military strategic objectives; (6) Employ information-related capabilities within the information environment to create effects and operationally desirable conditions to include cyberattack, electronic attack, and military information support operations; and (7) Assess the Results of Employing Fires.

- **Movement and maneuver:** the disposition of joint forces to conduct operations by securing positional advantages before or during combat operations and by exploiting tactical success to achieve operational and strategic objectives.

*[Provide the following text in a pop-up box]*

Maneuver is the employment of forces in the OA through movement in combination with fires to achieve a position of advantage in respect to the enemy. Activities under this function include: (1) Deploy, shift, regroup, or move joint and/or component force formations within the OA by any means or mode; (2) Maneuver or employ joint forces in the OA through movement in combination with fires to achieve a position of advantage; (3) Provide mobility for joint forces to facilitate their movement and maneuver without delays caused by terrain or obstacles; (4) Delay, channel, or stop movement and maneuver by enemy formations and includes operations that employ obstacles (i.e., countermobility), enforce sanctions and embargoes, and conduct blockades; (5) Control significant areas in the OA whose possession or control provides either side an operational advantage.

- **Protection:** Preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area. Includes force protection, force health protection (FHP), and other protection activities.

*[Provide the following text in a pop-up box]*

The function focuses on force protection, which preserves the joint force's fighting potential in four primary ways (active defense, passive defense, application of technology and procedures to reduce the risk of friendly fire incidents, and emergency management and response). FHP

complements force protection efforts by promoting, improving, preserving, or restoring the mental or physical well-being of Service members. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Examples of activities are: (1) Provide air, space, and missile defense; (2) Protect US civilians and contractors authorized to accompany the force; (3) Conduct defensive countermeasure operations, including MILDEC in support of OPSEC, counterdeception, and counterpropaganda operations; (4) Conduct OPSEC, cyberspace defense, cybersecurity, defensive EA, and electronic protection activities; (5) Conduct personnel recovery operations; (6) Establish antiterrorism programs; (7) Establish capabilities and measures to prevent friendly fire incidents; (8) Secure and protect combat and logistics forces, bases, JSAs, and LOCs; (9) Provide physical protection and security for forces and means, to include conducting operations to mitigate the effects of explosive hazards ( e.g., C-IED); (10) Provide chemical, biological, radiological, and nuclear (CBRN) defense; (11) Mitigate the effects of CBRN incidents through thorough planning, preparation, response, and recovery; (12) Provide emergency management and response capabilities and services; (13) Protect the DODIN using cybersecurity and cyberspace defense measures; (14) Identify and neutralize insider threats; (15) Conduct identity collection activities (screening and vetting in support of I2).

- Sustainment:** The provision of logistics and personnel services required to maintain operations through successful mission accomplishment and re-deployment of the force.

*[Provide the following text in a pop-up box]*

Activities under this function include: (1) Coordinate the supply of food, operational energy (fuel and other energy requirements), arms, munitions, and equipment for the joint force; (2) Provide for maintenance of equipment for the joint force; (3) Legal services involving the provision of advice to a JTFC or Combatant Commander; (4) Build, operate and maintain contingency bases; (5) Assess, repair, and maintain infrastructure; (6) Provide common-user logistics support to other government agencies, international organizations, NGOs, and other nations; (8) Establish and coordinate movement services for the joint force; (9) Establish large-scale detention compounds and sustain detainee operations.

- Acquisition:** matters involving developing, testing, contracting, producing, or fielding of multi-service programs or systems.
- None of the above** *[Provide free text field upon selection of this response with the following prompt]*

Please briefly describe the joint matters or joint functions involved in this experience. For example, the assignment may involve providing training and advice to foreign security forces

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## Appendix G. JTMM Overview and Numerical Scoring Options

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### **Headquarters U.S. Air Force**

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### **Tracking Joint, Inter-Service, Interagency, Intergovernmental, and Multinational (JIIIM) Experiences**



Project supporting Air Force's  
Strengthen Joint Leaders & Teams initiative

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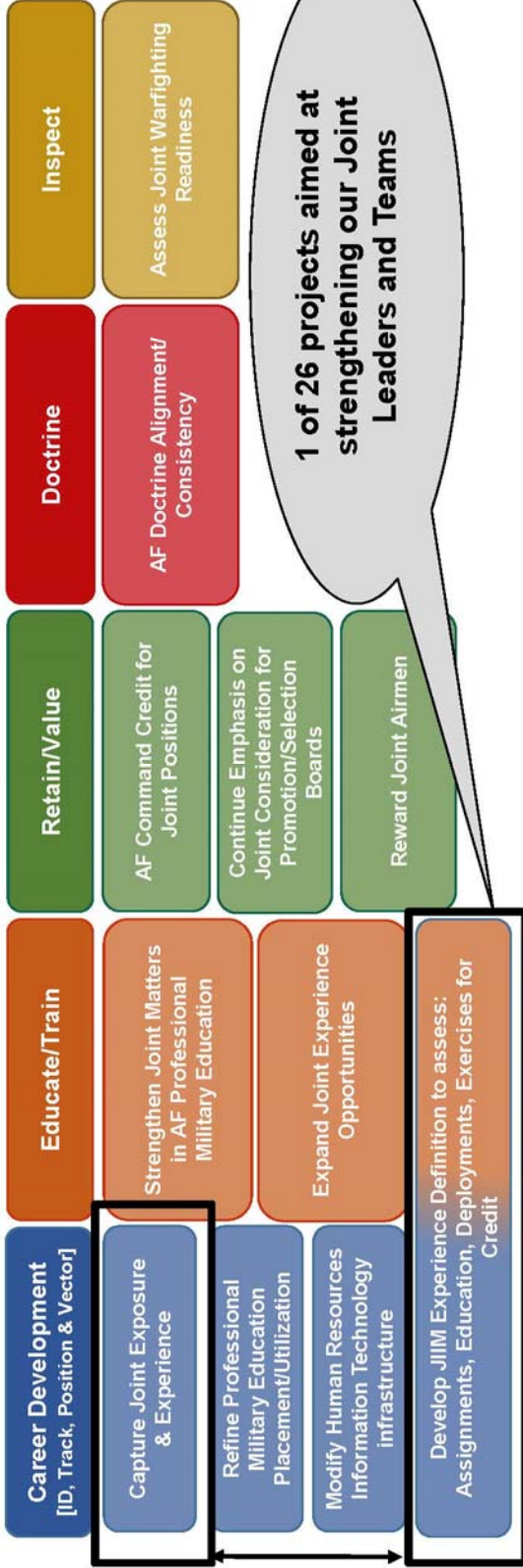




# AF Joint, Interagency, Intergovernmental, & Multinational (JIIM) Development

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## Air Force Joint Oversight, Policy, and Guidance



## Restructure AF Institutional Competencies to include Joint Core Competencies

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# ID, Track, Position & Vector

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- **PURPOSE:** Develop a tracking and reporting mechanism to deliberately develop Airmen (total force: officer; enlisted; and civilian) for Joint leadership.
  - **PROBLEM STATEMENT:** The Air Force lacks the processes and tools to *identify, measure, assess and track joint experiences for deliberate joint development*. The current Joint Qualification System (JQS) is *Officer centric* and does not sufficiently capture joint experiences *due to the restrictive and strategic nature of its criterion*.
  - **CURRENT STATE:** This objective will require modifications to Human Capital processes and supporting IT systems to better identify, measure, and track joint experiences for All Airmen. Due to recommendations from key stakeholders, the team is developing a hybrid solution to identify and capture joint experiences, both traditional and non-traditional.
  - **DESIRED END STATE:** Enable deliberate talent management in AF JIIM development--capability to consider, query, and analyze joint experience data as part of a whole-person review to make informed and deliberate joint development decisions.
  - **PROPOSED:**
    - **OPRs:** HAF/A1; AETC
    - **Completion Date:** MAY 2019
-



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# Background

## ■ Five Supporting Components:

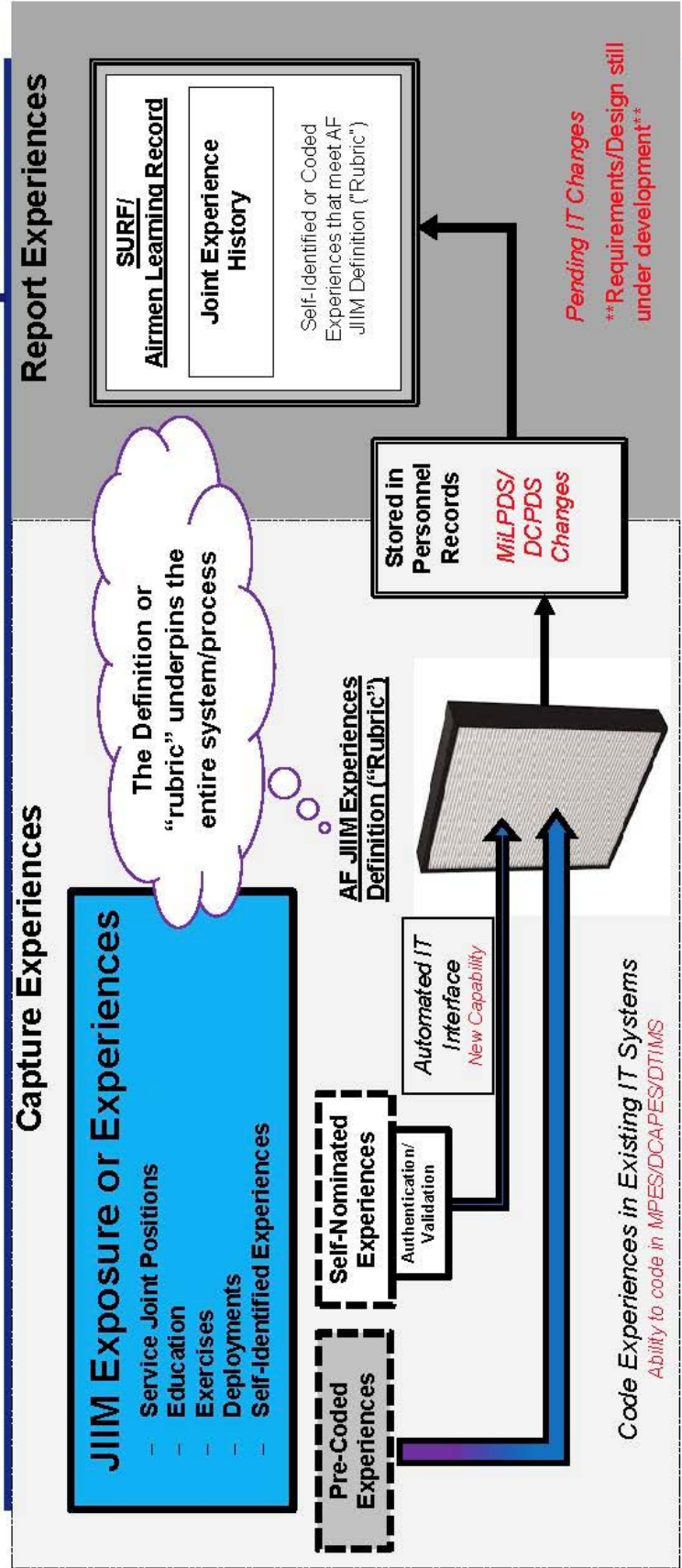
- 1) Define and apply Air Force-specific JIIM Experiences definition as criterion for assessing and tracking relevant and meaningful joint experiences.
  - a. Not limited to current JQS standards
- 2) Implement a *Hybrid* IT system enabling members to receive credit for both “Coded” and “Self-nominated” JIIM experiences that meet the JIIM experiences definition.
- 3) Add a Joint Experience History block to the SURF that documents identified JIIM experiences that meet the rubric. Will also be reported in AETC's Airmen Learning Record (in development).
- 4) Enable cross-sharing of officer Joint Duty data to Air Force systems.
- 5) Implement a Business Intelligence Reporting Tool that enables querying and analysis of joint and other personnel data to improve overall joint talent management.

**Goal is to develop processes and tools to deliberately develop Airmen (Total Force officer, enlisted, and civilian) for Joint leadership across the talent management spectrum**

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# Air Force Process to Identify, Measure, and Track Joint Experiences





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## Development Considerations

- What are the important features of JIIM experience for vectoring in a specific career field?
- What level of detail is most useful?
- Qualitative and quantitative output
  - Does a numerical score add valuable information beyond a qualitative summary?
  - Is the score intuitive enough for DT members to interpret in the context of their decision making?

*We need your feedback on the inputs and outputs to the JIIM Experiences Tracking & Reporting solution*

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## ***Current AF JIIM Experiences Definition***

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- Any assignment or experience that develops or demonstrates mastery of knowledge, skills, and abilities in joint, inter-service, interagency, intergovernmental, or multinational (JIIM) topics or activities



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## ***Current JIIM Indicators***

- Experiences are either pre-coded or submitted via self-nomination using the following indicators:
  1. Type of experience: Assignment, Deployment, Education or Training, Exercise
  2. Duration in months
  3. Frequency of exposure to other services, interagency, intergovernmental, and multinational personnel or organizations
  4. Organizational level
  5. Mission level (Tactical, Operational, Strategic)
  6. JIIM role (Learn, Integrate, Influence, Lead)
  7. Joint matters and joint functions

***These are the inputs that the Air Force will begin tracking as personnel data related to JIIM capabilities***

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# **JJIM EXPERIENCE TRACKING**

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# **JJIM HISTORY SECTION ON THE SURF**



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## ***JIIM Experience History Example***

Rank	Experience Type	Duty Title	Dates	Organization Level	Mission Level (Tactical, Operational, Strategic)	AF Joint Role (Learn, Integrate, Influence, Lead)	Exposure to non-USAF organizations or personnel	Joint Matters or Functions

***This is a potential output or way of displaying the joint indicators***

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## Sample Self-Nomination Data

Rank	Duty Title Experience Type and Dates Organization Level	Non-USAF Interaction	Mission Level	Role	Exposure to non- USAF	Joint Matters, Functions
O-4	<b>XO to 455 Air Expeditionary Wing's Commanding General</b>	Senior USAF liaison to the 1st Cav Div's Commanding General (O-8) and responsible for preparing him and his three Brigade Combat Teams to effectively incorporate airpower for current named operations deployments and potential contingency operations against near-peer threats. This required detailed understanding of Army tactics, techniques, and procedures as well as allied and partner nation liaison.	Operational	Lead	Other Services, Interagency, Multinational	C2 Intel
	Deployment, Jul 2009-Feb 2010					
	Organization level: Wing					
O-5	<b>ASOS Commander</b>	Coordinated with Army, Marine, and Coalition staffs to ensure effective communication between the JFACC and AFFORs in support of Operations Enduring Freedom. In addition, I coordinated with the State Department and Afghan Embassy to support distinguished visitors and coordinate operational directives.	Tactical	Influence	Other Services, Multinational	Fires Protection
	Assignment, Jun 2014-Jun 2016					
	Organization level: Division					

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## Sample Self-Nomination Data

Rank	Experience Type	Duty Title	Dates	Organization Level	Mission Level	Role	Exposure to non-USAF	Joint Matters, Functions
O-4	Deployment	XO to 455 Air Expeditionary Wing's Commanding General	Jul 2009- Feb 2010	Wing	Operational	Lead	Other Services, Interagency, Multinational	C2 Intel
O-5	Assignment	ASOS Commander	Jun 2014- Jun 2016	Division	Tactical	Influence	Other Services, Multinational	Fires Protection

- What should be included?
- What can be omitted?
- What additional guidance is needed to ensure consideration?

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# **JJIM EXPERIENCE TRACKING**

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# **NUMERICAL SCORING OUTPUT**

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## **Sample Scoring Metrics**

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- Numerical scoring can supplement qualitative JIIM experience information to:
  - Facilitate comparisons between members for career development and assignments
  - Provide an easy metric for self-development over time
  
- Three sample metrics are provided here for illustration purposes.
  1. Amount of JIIM experience
  2. Breadth of JIIM experience
  3. JIIM immersion
  
- These can be revised or combined.
- If raw data is stored, different metrics could be produced for different purposes



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## ***Amount of JIIM Experience***

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- **Output is number of months**
  - **Includes any experience with weekly to daily exposure**
  - **Any role or level**
  - **Any duration (e.g., a one-week exercise contributes .25)**
  
- **Simple, intuitive summary of multiple experiences of differing lengths**
- **Broad aperture, but imprecise**





## ***JIIM Breadth***

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- Includes points for
  - Categories of exposure to non-USAF personnel and organizations (binary)
  - Mission level
  - Functions
- Additive, but weighted toward functions
- Scores for a single assignment can range from 1 to 9
- Max of 25 points over multiple assignments
  - 9 joint functions/matters X 2
  - 4 personnel/organization categories
  - 3 mission levels
- More meaningful for summarizing multiple experiences (due to response limitations on a single experience – only one level can be selected per experience, only two functions)



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## ***JIIM Immersion***

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- Includes:
  - Duration in months
  - Weighted frequency of exposure to non-USAF personnel and organizations (e.g., monthly vs. daily)
  - Weighted role
  
- Does not include joint matters/functions
- Analogous to the JQS scale with intensity factor
- Meaningful both for describing a single experience and for summarizing multiple experiences



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## Summarizing Two Self-Nominated Assignments

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### Sample Scoring

1. Amount: 31 months
2. Breadth:
  - 4 functions (C2, Intel, Fires, Protection) x 2
  - 3 categories personnel/organizations (other Services, interagency, multinational)
  - 2 mission levels (tactical and operational)
  - = **11 points** (of 25 max)
3. Immersion:
  - 24 months x 1.5 (Daily exposure to other Services & MN) x 1.5 (Lead) = 54
  - 7 months x 1.5 (Daily exposure to other Services) x 1.5 (Lead) = 15.75
  - = **69.75 points**

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# Sample Pre-Coding Data

Rank, MAJCOM	Duty Title	Non-USAF Interaction	Mission Level	Role	Exposure to non-USAF	Joint Matters, Functions	
Multiple AFGSC	Aircrew, RF Transmissions Systems Journeyman Assignment (24-36 months) Organization level: Squadron	The positions require extra responsibilities outside the norm of the day to day Air Force duties in direct support of the Navy and Army in regards to the National Airborne Operations Center. These members manage, supervise, and perform planning/implementation of joint activities. They evaluate contracts, wartime support, contingency and exercise plans to determine impact on multiservice manpower, equipment, and system requirements.					
	O-5 AETC	International Flying Training Program Manager Assignment (24-36 months) Organization level: MAJCOM	Weekly	Tactical	Learn	Other Services	C2
		Develops and implements Major Weapon System acquisition and sustainment training programs for international Air Forces through the USAF Foreign Military Sales program. Focal point for USAF international training issues with AETC/IA, SAF/IA, US defense contractors, and foreign Ministries of Defense. Conducts training needs assessments of foreign air forces. Works with Air Force Secretariat, MAJCOMS, and senior international air force officers and civilians to introduce new weapon systems into friendly air forces and develop associated flying, ground, maintenance and technical training programs.	Monthly	Operational	Influence	Interagency, Multinational	Acquisition

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## Sample Pre-Coding Data

Rank	Experience Type	Duty Title	Duration	Org Level	Mission Level	Role	Exposure to Non-USAF	Joint Matters, Functions	Scores
Mult	Assignment	Aircrew, RF Transmissions Systems Journeyman	24-36 mo	Squadron	Tactical	Learn	Other Services	C2	Breadth 4 Immersion 12-18
O-5	Assignment	International Flying Training Program Manager	24-36 mo	MAJCOM	Operational	Influence	Interagency, Multinational	Acquisition	Breadth 5 Immersion 27-40.5

- What should be included?
- What can be omitted?
- What additional guidance is needed to ensure consideration?

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# Contrasting Sample Metrics

	Ease of Interpretation	Differentiation	Utility for Single or Multiple Experiences	Indicators Included
Amount	High	Low	Both	Dates/Duration
Breadth	Low	Moderate	More useful for multiple	Categories of Exposure (frequency) Levels of War (frequency) Joint Matters/Functions (weighted frequency)
Immersion	Moderate	High	Both	Dates/Duration Categories of Exposure (weighted) Joint Role (weighted)

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# Appendix H. Illustrations

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## Appendix J. Acronyms

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AMS	Assignment Management System
CFM	Career Field Manager
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CSAF	Chief of Staff of the Air Force
DT	Development Team
E-JDA	Experience-based joint duty assignments
IDA	Institute for Defense Analyses
IOC	Initial Operating Capability
IT	Information Technology
JDAL	Joint Duty Assignment List
JEWG	Joint Experience Working Group
JIIM	Joint, Interagency, Intergovernmental, or Multinational
JPME	Joint Professional Military Education
JQS	Joint Qualification System
JTTM	Joint Experience Tracking and Management
MAJCOM	Major Command
MAJCOM A1Ms	Major command manpower offices
NATO	North Atlantic Treaty Organization
OSD	Office of the Secretary of Defense
S-JDA	Standard Joint Duty Assignments
UN	United Nations

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