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MASTER OF MILITARY STUDIES

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Shuffling the Operational Deck: Future Requirements for the  
Plans, Operations, Medical Intelligence (POMI) Community

SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF MILITARY STUDIES

**AUTHOR:**

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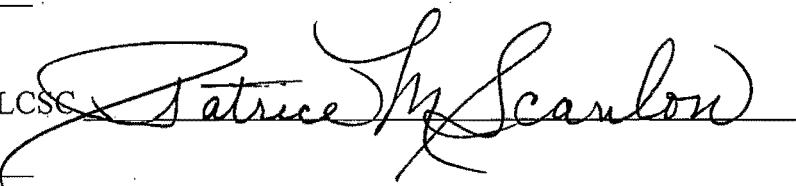
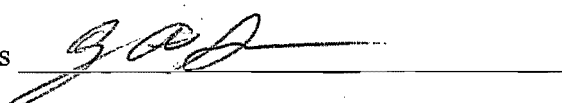
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## EXECUTIVE SUMMARY

**Title:** Shuffling the Operational Deck: Future Requirements for the Plans, Operations, Medical Intelligence (POMI) Community

**Author:** Lieutenant Commander Richard E. Carroll, Medical Service Corps, United States Navy

**Thesis:** The Navy's Medical Service Corps (MSC), specifically the Plans, Operations and Medical Intelligence (POMI) community, must be adequately structured, possess sound strategic leadership direction and implement a mindset of mentorship in order for its members to assume potential roles for future strategic and tactical environments that will enhance Medical Planning resource capability for the changing needs of the joint warfighter.

**Discussion:** The Mission of the Plans, Operations and Medical Intelligence is two-fold: 1) to provide planning and operational support to Combatant Commanders, and 2) to contribute to the transformation of Navy Medicine's dual mission of planning for and providing optimal Navy Force Health Protection (NFHP) to active, reserve, and eligible Department of Defense (DoD) beneficiaries across the full range of military and peace operations. The proposed MSC Executive Leadership Team will transform the POMI community through a blend of leadership concepts; military, civilian and interagency education; and mentorship in order to meet the challenges of the 21st century, in concert with a clear vision of the Medical Service Corps leadership.

This paper discusses how and why the POMI community must change based on five key areas, which are addressed in the five main sections of the paper. Those sections are: 1) statement of the problem; 2) strategic senior leadership direction; 3) succession planning defined; 4) succession planning's role in the private and military sector; and 5) proposals that will provide the right person for the right job at the right time. The outcome of this paper is not to provide a checklist for resolving the five key areas, but to provide an initial discussion platform for the Medical professional affected now and in further generations.

**Conclusion:** In today's operational environment, the need for career succession planning in the POMI community is at a critical crossroads. Senior POMI officers recognize potential capability gaps in the current senior medical leadership views the community's succession strategy, however, a change in the mindset of those will require a different perception of future requirements. Thus, the POMI community should use the business industry's structure, examples and standards in order to develop a logical hierarchy organization in the POMI subspecialty.

In addition, current and future POMI core competence skill sets should be leveraged and harness to encourage innovative thinking. In combination with the Navy Personnel Command (NPC) team, the Leadership at the BUMED and, Senior POMI officers must improve communication, both oral and written feedback in order to achieve Department of Defense's future Force Health Protection requirements.

### **DISCLAIMER**

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## **APPENDIX**

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Appendix e - Plans, Operations and Medical Intelligence (POMI) Career Path example

Appendix f - Themes for Succession Planning Interviews

## Preface

The following thesis is my direct reflection on and my experiences of the past twenty-six years in the United States Navy. This paper also covers my career progression as an enlisted Hospital Corpsman (HM), where I first developed an appreciation for hard work and the required career steps to progress successfully in the Navy. This paper is my attempt to contribute to my career field and help advance those dedicated individuals who will either harness the necessary skills for their career succession or allow the current system to stagnate potential capabilities.

I would like to personally thank Dr. Craig Swanson for mentoring me towards the relevance of my thesis and the potential effects within my community. He has provided much needed professional guidance and assistance in the pursuit of my Masters in Military Studies. I also want to express gratitude to Dr. Patrice Scanlon, who provided honest advice and showed great patience to help me sharpen my thesis' focus while continuing to enhance my writing abilities. To the staff of the USMC Research Library, thank you for assisting in many hours of researching and gathering resources that directly influenced the completion and overall success of this document. Finally, and most importantly, I want to thank my family, Leeann and Kaylee, for their love, patience, and understanding, allowing me to ramble on my topic as it matured. Although difficult at times, the separation from my family provided me the dedicated time to write this thesis. My ultimate goal is that this collaboration will provide a platform not only for future POMI Officers, but also for other MSC communities, as appropriate.



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## Statement of the Problem

The Mission of the Plans, Operations and Medical Intelligence is two-fold: 1) to provide planning and operational support to Combatant Commanders, and 2) to contribute to the transformation of Navy Medicine's dual mission of planning for and providing optimal Navy Force Health Protection (NFHP) to active, reserve, and eligible Department of Defense (DoD) beneficiaries across the full range of military and peace operations. The proposed Medical Service Corps (MSC) Executive Leadership Team will transform the POMI community through a blend of leadership concepts; military, civilian and interagency education; and mentorship in order to meet the challenges of the 21st century, in concert with a clear strategic vision of the Bureau of Medical and Surgery (BUMED) leadership.

This comprehensive study will illustrate how the United States Navy MSC Plans, Operations and Medical Intelligence (POMI) community needs to look beyond the current assignment structure and begin to develop innovative staffing/personnel solutions in order to provide the right mixture of medical planning capability to the joint warfighter. The gaps defined in this study are between what POMI officers perceive to be the billet planning progression, the lack of established career succession guidelines, and the value of an instituted mentoring process. Accordingly, providing an efficient POMI career succession planning will require clear, concise and valuable executive communication among the Navy MSC detailers, the senior BUMED executive leadership, and the POMI career senior planners. Currently, this professional mindset is new for those mentioned. Leaders are responsible for the competence of the organization, additional training and education, and skills necessary to be successful for future strategic, operational and tactical roles. Reshuffling the deck may be what is necessary for the MSC and POMI community specifically.

This paper discusses how and why the POMI community should change in five key areas, which are addressed in the five main sections of the paper. Those sections are: 1) statement of the problem; 2) strategic direction; 3) succession planning; 4) role in the civilian and military discipline sectors; and 5) proposals that will provide the right person for the right job at the right time. The outcome of this paper is not to provide a checklist for resolving the five key areas, but to provide an initial discussion platform for the Medical professional affected now and in further generations.

### **Strategic Direction**

This section will examine historical literature in order to provide an understanding of the succession-planning concept, the process by which implemented in the business community and future implications in the Navy's POMI community. History has demonstrated the power of planning for career succession. For example, General Carl von Clausewitz, who was a Prussian military thinker, suggests, "It is a mistake to believe that one can lay down a plan of campaign and follow it through point by point from beginning to end. The first encounter with the main requirement will create . . . an entirely new situation. To appreciate precisely the changes which events have effected on the situation, take the desired measures in a relatively short time and execute them with all desirable resolution."<sup>1</sup> Thus, for the POMI community to be organized for the next encompassing warfighting challenges there needs to be an organizational commitment to stay on course and respond more efficiently as operational requirements change. As business organizations have matured throughout history, they too have had to overcome obstacles. Clausewitz emphasized this idea as a construct for war but one can view this through a different lens by capturing the central idea of succession through continually changing environments.<sup>2</sup>

The mission of the Department of Defense (DOD) and the Navy Personnel Command (NPC) is to provide the military forces needed to deter war and protect the security of the United States.<sup>3</sup> (See appendix d - Navy Personnel Command Assignment process for roles and responsibilities) This mission executed by maintaining an unmatched, high-quality military force, which can deter war in the most dynamic environments known and protect the interests of the United States in domains previously unimagined.<sup>4</sup> Developing 21<sup>st</sup> century DoD leaders is a joint business and military effort to ensure the appropriate operational and executive leadership competencies and a transparent, credible, and effective framework for military officers.<sup>5</sup> Therefore, senior Navy leadership has the responsibility for and duty of seeing that succession planning processes designed, implemented, managed and continuously transformed to create quality and highly capable medical leaders. In addition, the quality and caliber of executive leadership can be the difference between organizational success and failure.

Deputy Under Secretary of Defense (Civilian Personnel Policy) Patricia Bradshaw articulated recently to United States senior military leaders the importance and requirement to accommodate a dynamic environment.<sup>6</sup> In fact, DoD will require 21<sup>st</sup> century leaders who exhibit the highest levels of leadership, integrity, character, motivation, and desire to serve.<sup>7</sup> Consequently, it is in the best interest of the Naval Medicine Department to also focus on and dedicate efforts towards recruiting, retaining, and promoting medical officers with these identified attributes.

Currently, senior leaders at the Bureau of Medicine and Surgery are debating what the future medical environment will look like and what type of military and civilian threats will affect their ability to project the right instrument of medical support. However, the senior POMI leadership level appears to be in consensus as to what the environment and threats of the 21<sup>st</sup>

century will be. Senior POMI's agree that the medical environment of the 21<sup>st</sup> century will be chaotic and potentially violent. The POMI's success, and in large part the future success of the United States Medical Department, relies on possessing a military officer who is flexible in his critical thought to deal with future unknowns, but grounded in the basics of warfighter requirements in order to provide a medical capability decisively.

Furthermore, the Bureau of Medicine and Surgery's (BUMED) key leaders can be a valuable leadership resource for all POMI has to leverage. One's career path can be without clear, continuous and systematic approaches that maximize one's potential. Thus, it is important to transform and refocus leadership capabilities in order to meet the complex challenges on the battlefield or in the hospital in the years ahead. For example, Vice Admiral Adam Robinson, the current Surgeon General of Navy Medicine, suggests that the interdependencies of the ability to attract, train, educate, and retain a diverse inventory of personnel are never more complex and must be explored to identify and correct process limitations that will impact current and future Naval Medicine missions.<sup>8</sup>

However, contemporary operational tempo, military growth and the increasing health care- eligible population has pushed the requirement for a systematic and comprehensive approach to assessing total force succession planning for Navy Medicine to the forefront. Navy personnel leadership must critically think through current and future POMI assignments in order to provide a cadre of experienced officers who will successfully fill senior executive positions, therefore, ensuring the victory for not only Naval Medicine, but also for those individual's assigned.

The current structure of the POMI community can succinctly describe as "changing" in great part by its asymmetric challenges, requiring increased urgency of action, unity of effort among all partners, and synergized efforts both service wide and jointly.<sup>9</sup> It is changing to adopt and adapt to new aspects of globalization and technology advances. The POMI Subspecialty Leader recently stated to the BUMED core chiefs, that the more dynamic and comprehensive this medical business of saving lives becomes, including its role in and influence on the nation's operational strategy, the more complex the demand for excellence. Additionally, Naval Medicine's future goal is to move the POMI community forward by employing officers with more refined capabilities to meet emerging joint warfighter requirements.

The next paragraph will describe steps to advancing the POMI community with the purpose and definition of succession planning.

### **Succession Planning Purpose and Definition**

The purpose of succession planning is to assist business corporations, academic institutions, and the military to create a pipeline of talent.<sup>10</sup> Succession planning is nothing more than having a systematic process where managers identify, assess and develop their staff to make sure they are ready to assume key roles within the company.<sup>11</sup> Before an organization can select the right employees to place in succession roles, specific talent needs or skills sets identified for each critical position. If gaps in talent are not addressed, future POMI professionals might fail when they are asked to fill senior roles. Ultimately, the POMI's success, and in large part the future success of the Medical Departments, relies on having a military officer who is flexible enough to deal with future unknowns, but is grounded in the basics of warfighter requirements. Having this process in place is vital to the success of the organization because the individuals identified in the plan will eventually be responsible for ensuring the company is able to tackle

future challenges. These candidates carefully selected and then provided training and development that gives them skills and competencies needed for tomorrow's complex environment.<sup>12</sup> Succession planning is not something a well-run military organization can ignore. The consequences of not being prepared to replace key personnel will have a major impact on the military's ability to achieve its goals and strategic targets. The succession planning process needs to be considered as part of the company's strategic planning process because the success of the plan deals with projecting future changes by anticipating management vacancies, then determining how to meet these challenges. Taken narrowly, "replacement planning" for key roles is the heart of succession planning.<sup>13</sup>

Another reason to emphasize the value of succession planning is that someday these candidates will become the leaders of the organization. For this purpose, the candidates' development needs to incorporate a broad range of learning opportunities. Individuals should also be exposed to as much of the working environment as possible in order to gain an understanding of what the company requires to remain successful.

Moreover, succession planning is one of those initiatives that many corporations do not find the time to start until it is too late. The effort required to establish a development program for future leaders is worthwhile because it creates a motivated and capable group of employees who are ready to move forward in the organization when the need arises. Finally, organizations in the business world understand the need to manage the development of their high performers are a step ahead of their competitors.

Solid plans are effective continuity instruments. They keep an organization's critical functions operating at top levels when key personnel exit the firm or promoted to senior positions. Furthermore, successful organizations prepare to respond to expected and unexpected

service interruptions including the loss of critical personnel.<sup>14</sup> The Bureau of Medicine Personnel Office reported in 2010 that the average POMI Officer career projected to be shorter than twenty years. This is due, to most POMI officers already possessing 12-15 years of enlisted service before serving as a POMI officer. Therefore, once an officer reaches twenty years of active service, they considered eligible for retirement. Therefore, finding the right mixture of assignments, education and training to entice a POMI officer to stay past their twenty years is extremely difficult. For that reason, senior POMI leaders must continue to realize the need to develop critical talent to keep the subspecialty operating efficiently. Succession plans will ensure that one or more officers can step in and fill an important role.

The identified successors will likely lack hands-on experience to step right into the incumbent's role. Ultimately, the MSC Detailer and the Senior POMI subspecialty leader will have to manage the succession planning process by facilitating group succession discussions with those individuals involved. Information from these discussions will implement into the officer's career paths and talent profiles.

A leading challenge surrounding succession planning is that senior leaders fear losing their positions to less qualified, and operational experienced juniors. For this reason, experienced and highly skilled professionals should lead succession-planning discussions. Each critical role discussed and reviewed during regular scheduled meetings. To include education, professional certifications, specialty knowledge, potential future work experience, and strengths and weaknesses. The idea here is that, as senior POMI's retire, they take with them a wealth of knowledge that are not learned simply by reading a manual. The transfer of knowledge and experience needs to happen before they leave. This is when succession planning can make all the difference.



Senior POMI officers serving in senior level medical positions agree that in order to provide the future operational environment with the most effective POMI, BUMED must work within a pyramid structure, continuous investment of military, civilian, and interagency education, and a refocus in the importance and overall effectiveness of mentorship. The current POMI mission and vision clearly identify the roles and responsibilities must provide the warfighter.

Consequently, it would behoove the MSC to adapt to identify gaps that are hindering the potential of the future POMI. The Medical Corps' dedicated mission is to provide the right person, for the right job, with the right qualifications.

The next paragraph will describe steps to advancing the POMI community with the role succession planning plays in an organization.

### **Role Succession Planning Plays in an Organization**

One of the most successful business leaders of all time, Jack Welch, who started working at General Electric (GE) in 1960, moved up in the organization by displaying those leadership qualities that set him apart from his peers.<sup>15</sup> One of his most admired skills was the ability to develop his subordinates so there was always someone ready to take his place when Jack was offered a promotion. Mr. Welch stresses that planning and development of future leaders does not exist in isolation - it needs to reflect the company's strategic objective and strategic goals.<sup>16</sup>

General Electric's first step in succession planning was to establish the purpose and capacity for successors to place into leadership positions within the organization. For that, GE established multiple oversight committees of highly experienced personnel to evaluate candidates. The committee outlined the mission, vision, and goals of the succession plan. Next, they outlined the policies for considering issues such as integrity, performance appraisals,

nominees, mentoring, and training development. Then, the committee identified those positions for which the company needed successors and choice nominees to begin the process.

Jack Welch suggest that it is clear to characterize GE's succession and nominee development practices reflected in a cyclical series of activities include, but are not limited to, these fundamentals:<sup>17</sup> Additionally, the succession-management process is an underlying philosophy that argues top talent in the corporation must be managed for the greater good of the enterprise.

- Identify key roles for succession or replacement planning
- Define the competencies and motivational profile required to undertake those roles
- Assess people against these criteria - with a future orientation
- Identify pools of talent that could potentially fill and perform highly in key roles
- Develop employees to be ready for advancement into key roles - primarily through the right set of experiences.<sup>18</sup>

Merck the second-largest pharmaceutical company in the world argues that a "talent mindset" must be part of the leadership culture for these practices to be effective.<sup>19</sup> In many companies, the emphasis has shifted from planning job assignments to development, with much greater focus on managing key experiences that are critical to growing business leaders.<sup>20</sup> North American companies tend to be more active in this regard, followed by the European and Latin American countries. PepsiCo, IBM and Nike are current examples of the so-called "game planning" approach to succession and talent management.<sup>21</sup> Annual reviews for these and other companies supplement with an ongoing series of discussions among senior leaders about who is ready to assume larger roles.<sup>22</sup> Organization realignments view as critical windows of opportunity to create development moves that will serve the greater good of the enterprise.<sup>23</sup>

There is no widely accepted formula for evaluating the potential of leaders, but there are tools and approaches that continue to use today. For example, Eliot Jaques, a world renowned psychologist, argued for the importance of narrowly focusing assessments on critical

differentiators of future performance.<sup>24</sup> During his extensive work with disparate organizations, Dr. Jaques was the first to develop an objective scientific process for testing and measuring human behavior through a numeric and provable methodology. He further developed a persuasive case for measuring candidates' ability to manage complexity, a robust and operational definition of business intelligence.<sup>25</sup> This scientific process called Business intelligence (BI) is a broad category of applications and technologies for gathering, storing, analyzing, and providing access to data to help enterprise users make better business decisions.<sup>26</sup>

Research indicates many succession-planning initiatives fall short of their intent.<sup>27</sup> "Bench strength," as it is commonly called, remains a stubborn problem in many if not most companies.<sup>28</sup> Studies indicate that companies that report the greatest gains from succession planning feature high ownership by the CEO and high degrees of engagement among the larger leadership team.<sup>29</sup> For example, companies that recognize for their succession planning and executive talent development practices include GE, Honeywell, IBM, Marriott, Microsoft, Pepsi, Proctor, and Gamble.

In addition, there is a substantial body of literature on the subject of succession planning. Walter Mahler addressed succession planning in his book "*Executive Continuity*."<sup>30</sup> Mahler was directly responsible in the 1970s for helping to shape the General Electric succession process that became the gold standard of corporate practice. He believed that in order to have an effective succession or talent-pool management it must have a series of feeder groups up and down the entire leadership pipeline or progression.<sup>31</sup> (For an example of how companies use a performance/potential matrix, to plot where an executive would see his or her standards see Appendix c Performance Potential Matrix)

William Rothwell, President of Rothwell and associates, inc., a full-service consulting Succession Planning firm provides other partner industries with the value of strategic planning and the ability to strategic think through the processes.<sup>32</sup> That, he demonstrates to management the importance of Succession Planning and that without it, the organization will have difficulty maintaining leadership continuity or identifying appropriate leaders when a change in business strategy is necessary. Rothwell described how the planning process has evolved over time. In "the old days," he said, the CEO simply looked around for someone smart (but not too smart), and accomplished (but not too much), charming (but no more charming than the CEO himself), and malleable.<sup>33</sup> He then groomed his successor personally. Rothwell admits ruefully, succession systems can be so elaborate that they are daunting.<sup>34</sup>

At the same time, the process is harder to do than it used to be because: (1) globalization has increased the diversity of workplaces and employees, and business complexity has skyrocketed; (2) much middle management has been eliminated, so that grooming time is reduced and the gap between one job and the next above it is much larger than it was; and (3) employees are much more likely to hop from one employer to another, so Human Resources (HR) does not know who it will have tomorrow. Nevertheless, research has proven that those factors make a solid succession plan more necessary than ever before. The essentials of a good process are engaging and developing your targeted high performers. Recruiting and selection are also important, but not as high a priority.<sup>35</sup>

The civilian sector does a solid job codifying the many key objectives that are critical to establishing an effective succession-planning framework. These objectives tend to be core to many or most companies that have well-established practices.<sup>36</sup>

- Identify those with the potential to assume greater responsibility in the organization

- Provide critical development experiences to those that can move into key roles
- Engage the leadership in supporting the development of high-potential leaders
- Build a data base that can be used to make better staffing decisions for key jobs<sup>37</sup>

The next paragraph will describe steps to advancing the POMI community with succession planning proposals, and interview themes for the community.

### **Succession Planning Proposals for the POMI Community**

The concept of “succession planning” needs to be refocused away from replacement planning to include a more comprehensive set of assessment and development practices that support the entire pipeline or flow of talent, from entry level campus recruiting through general-management selection. (See Appendix d Plans, Operations and Medical Intelligence (POMI) Career Flow Chart example) In addition to the insights outlined in this paper, the Department of Defense must continue to be aggressive in continuously recruiting new talent into the business, and must become more creative in rewarding and retaining the highest performers.<sup>38</sup> Once this process for identifying and developing internal people is developed eventually key leadership positions will be adequately filled. Thus, it is extremely important to understand that in today’s fast-paced world that the United States military continue to review those organizations that have successful used succession planning and leverage capabilities that use in our organization, especially when it involves our number one asset - people. Helping talent grow takes time and requires constant attention. Having a system in place to identify and develop strategic talent and critical roles today and into the future transforms an often-elusive process into one that reaps the rewards of a healthy talent pipeline. (See Appendix e Plans, Operations and Medical Intelligence (POMI) Career Path example)

In particular, civilian sector career succession planning initiatives point to the degree of seriousness with which senior medical executives within the BUMED institution and senior level

POMI officers agree with approach towards developing personnel talent: Appendix f – Themes for Succession Planning is a senior POMI officer's representative sample of succession planning perceptions in regards to the POMI community.

### **Theme 1 - Senior Leadership Direction**

- Senior Level Planners must identify what skills the organization will need in 5, 10 or 15 years and analyze the workforce to identify those individuals eligible for retirement within the next five years.<sup>39</sup>

Five years in advance is going in the right direction in order to prepare those moving up and time to transition those departing. Ten years in even better. The point is that the earlier the succession plans, seamless the transition process is likely to be.<sup>40</sup>

- Senior leaders need to identify responsibilities, skills and competencies that need by their replacements.<sup>41</sup>

Providing future employees with information on internal career options enables them to better prepare for job changes that will benefit themselves and the organization. One solution to this large problem could be to leverage technology. The use of technology will automate billet information and provide a framework for effective succession activities. Once this data is examined further (for example, job descriptions, what the required skill sets for that job, and competencies, licensure necessary), the organization will be able to learn more about the different capabilities requested from the Combatant Commanders, Senior Executive's, and other potential requestor's, compared to what may needed in the future.<sup>42</sup>

- The skills of potential successors must be developed through work experiences, job rotation, projects and other challenging assignments<sup>43</sup>

Now that senior management has buy-in and they share your sense of urgency and passion for this initiative, proceed to create a succession planning process – a road-map – that is easy to follow, makes sense and clearly links human capital to organization results and corporate

objectives.<sup>44</sup> For an example see Appendix e Plans, Operations and Medical Intelligence career succession road map.

### **Theme - 2 Adequately Structured**

- The program must have the support and backing of the organizations senior level executive management.

Any succession planning efforts must start with getting the organization to understand why succession planning is a critical issue and how it will affect Naval Medicine in the short-term and long-term. As talented individuals improve and develop, they will in turn improve and develop the organization system. As POMI leadership succession process improves, the organization will attract talented, high-potential individuals. Talented people will focus on developing others and make further strategic strategies even more successful in order to ensure that Navy Medicine has a long and distinguished future.<sup>45</sup>

- It must be a part of an integrated process that includes training, development and performance appraisal (Fitness Reporting). To include, complete background information on potential successors, to include education, experience, skill sets, appraisals and senior executive leadership potential review.<sup>46</sup>

Through a “360 degree” evaluation, senior medical planners can coach future leaders to understand all their areas of strength and weakness. In this approach, an immediate boss, peers, and direct reports proffer their perspectives on the current skills of the person in question. In the Business sector, this idea used not only to provide executives with valuable feedback, but also to measure in detail the degree of “fit” to the future requirements of the organization.<sup>47</sup>

For further information, see appendix c the Performance Potential Matrix as an example implement to plot where an executive would see his or her performance.<sup>48</sup> For the POMI’s involved, this implement in the tier officer structure. Furthermore, parts of the planning should include the evaluation that should signify bench strength by measuring the number of well-

qualified candidates for each key position, the record of promotions, and the retention of high performers. At the same time, evaluations should also capture morale, confidence and competence within the planning community. Senior POMI leaders agree, a successful succession-planning program tailored, be systematic, and provide a clear process that enjoys dedicated organizational support and that emphasizes long-term leadership development.<sup>49</sup>

- A systematic approach for identifying, nominating and selecting potential successors established. A system for monitoring candidate's development plan progress by senior management recognized.<sup>50</sup>

Have systems in place to enhance career development. Provide the identified employees with opportunities to learn from their superiors. The more information they given today, the less difficult a transition will be down the road.

The organization really only knows if it worked long after the leader has left and the organization continues to make progress, we can however, work towards succession by communicating to potential leaders in an open and honest way, therefore allowing the successor to take risk while the current leader is still around to support and help them out. The transition will need to be seamless and transparent to our customers.

#### **Mentoring Mindset**

- Implementation of a mentoring program within the institution.

The word mentor reaches back to Greek mythology. When Odysseus went to war, he entrusted Mentor with his son's education and development. "More important than leaving an inheritance is leaving a legacy."-- Author Unknown

Additionally, a mentor's wise counsels, teaching, are evident in current interpretations of the mentoring process.<sup>51</sup> Mentoring links employees with experienced professionals for career



development. A mentor facilitates personal and professional growth in an employee by sharing the knowledge and insights learned through the years.<sup>52</sup>

Mentoring is also a powerful form of human development. Some organizations believe mentoring improves the talent for management and technical jobs as well as helps to shape future leaders.<sup>53</sup> Thus, mentoring is not a new concept and has been part of formal development programs for some time. Mentoring is an effective vehicle for developing leaders.<sup>54</sup> Mentoring offers an opportunity for mentors and employees to expand their leadership, interpersonal, and technical skills. The process can be simple and natural or very sophisticated.

Kathy Kram and Nancy Colley<sup>55</sup> suggest, that mentoring offers a private and protected relationship that enables protégés to test out new ideas and examine issues with a fresh perspective in a safe and non-threatening environment.<sup>56</sup> Senior MSC's officers agree that effective mentors foster nurturing environments in which an officer may develop faster and more completely than their peers, and are therefore better prepared as organizational leaders.

Mentors are not a panacea, and there are some tensions inherent in the mentoring relationship.<sup>57</sup> Additionally, the process makes heavy demands on mentor time, support, and resources. Thus, it is important to understand that mentoring is just one element of succession planning.

- Mentoring tips that implement in the business community but senior POMI officer agree are successive in the POMI community.<sup>58</sup>

Additionally, according to four senior level POMI officers interviewed, there are certain guidelines mentors can follow to make the mentor-mentee relationship a successful one.

- a. Share their experiences – both successes and failures. Teaching through stories will offer insights that can assist the Mentor professionally and personally.

- b. Guide the mentee through the POMI road map by providing educational, training, and professional approaches to achieve their potential.
- c. Advise the mentee on difficult situations they may encounter.
- d. Support and reassure the mentee when times become difficult or overwhelming. When rudder-guidance is necessary, offer it.
- e. Network with other communities, other joint planners, and interagency partners for professional growth and additional developmental opportunities.

Additionally, setting a professional example is an important element for the mentorship relationship to exist. In this case, it is critical to project a professional image to the mentee so that the mentee has someone to aspire to be. Maintaining a professional rapport with the mentee, as well as inquiring about the mentee's career goals and what is happening in his or her job, will be beneficial for both parties involved.

- Be honest with the employees about their development. If they are going to be ready for a promotion, they need to know what weaknesses need addressing.<sup>59</sup>

Many organizations forget that identifying high-potential individuals is just one side of the equation. The other side is developing and retaining talent. In fact, most of the time spent developing the talent, providing them with challenging opportunities, surrounding them with knowledgeable mentors, building their skill-sets so that they are ready to assume senior roles, when the opportunity arises. Managing expectations is also important. While developing the talent, it is uncommon for the respective individuals to become restless and think they are ready sooner than they really are. It is therefore critical provide junior POMI officers with new challenges and developmental joint and interagency assignments, while giving them timely and relevant feedback.

Four important discussions expressed from Senior Level POMI's Interviewed concerning Feedback during the Mentor / Mentee relationship:

- a. Communicate regularly and efficiently. 4 of the 5 Senior POMI officers interviewed agree that feedback to the mentee is extremely important. 1 of the 5 agree with the importance but offer that feedback takes a lot of personal time, effort, and that there's no reward for doing it from the organization.<sup>60</sup>
- b. Keeping trust levels high through confidentiality. 5 of 5 Senior POMI officers agree that trust is a critical factor in the mentor-mentee relationship.
- c. Staying positive. 5 of 5 agree with the importance of being positive, not only in your profession but in all aspects of your life. All 5 agree that a balance is extremely important to the success of the Mentor.
- d. Addressing problems as they rise. 5 of 5 agree that be proactive on issues is important to the success of the POMI officer

Likewise, while succession planning at the top is undoubtedly critical for any future-oriented organization, succession planning is just as important below the senior management level. Junior and mid-level employees are future leaders, and the same degree of attention must be given to identifying, developing and retaining them. This is especially the case, today with Generation Y employees who challenge the concept of long-term loyalty and require significantly more coaching in order to stay motivated and loyal in the long-term. Gen Y will not have had the experience necessary to step in as managers. Thus, by providing training to those personnel how to communicate is essential if you want the older generations to share their knowledge and for the younger generations to receive and understand it.<sup>61</sup>

### **Conclusion**

As discussed in the Strategic Direction paragraph, succession planning is a complex administrative and organizational task that requires constant attention and ongoing resources. In order for the POMI community to be successful will require considerable time and resources to mapping out a roadmap of current and future POMI skills and competencies so that the organization can recruit and retain appropriately, while achieving the warfighter's needs.

Additionally, current and future POMI core competence skill sets should be leveraged and harness to encourage innovative thinking. In combination with the Navy Personnel Command (NPC) team, the Leadership at the BUMED and, Senior POMI officers must improve communication, both oral and written feedback in order to achieve Department of Defense's future Force Health Protection requirements.

Furthermore, the civilian sector best-practice organizations continue to view the importance of preparing for unforeseen events and the potential loss of key personnel. Therefore, the civilian sectors view on succession planning as an ongoing process rather than an event must be addressed every year or two. Ultimately, agreeing that a comprehensive succession-planning strategy helps businesses leverage the full value of human capital. We should take heart to this concept and implement what has worked for the civilian sector organizations in regards to succession planning.

In today's operational environment, the need for career succession planning in the POMI community is at a critical crossroads. Senior POMI officers recognize potential capability gaps in the current senior medical leadership views the community's succession strategy, however, a change in the mindset of those will require a different perception of future requirements. Thus, the POMI community should use the business industry's structure, examples and standards in order to develop a logical hierarchy organization in the POMI subspecialty.

This study has served its purpose in terms of enhancing and enriching understanding of the importance of succession planning. This research offers promising avenues for further study. The main objective was to encourage senior leadership to think critically about the many issues and potential proposals offered. The need for career succession in the POMI community focused more than in today's operational environment.

Additionally, the overall purpose of this research was to enhance and support the development, and as a result, the performance of individuals in “strategic leader” roles. Specifically, the skill set should develop and harness technology, educational and training opportunities, and enhanced mentorship. Naval Medicine, Senior POMI leaders, and those up and coming POMI officers clearly recognize the capability gaps in our community’s career succession strategy, with the emphasize on the detailing process, the combination of established core competencies, will eventually shape the POMI personnel to the right job at the right time and might a benchmark for other Naval Medical communities to emulate.

## **APPENDIX A**

NFHP - Navy Force Health Protection

MSC - Medical Service Corps

BUMED - Bureau of Medical and Surgery

POMI - Plans, Operations and Medical Intelligence

NPC - Navy Personnel Command

BI - Business intelligence

BPI - Best Practice Institute

HR - Human Resources

## **APPENDIX'S B-F SCANNED SEPARATELY**

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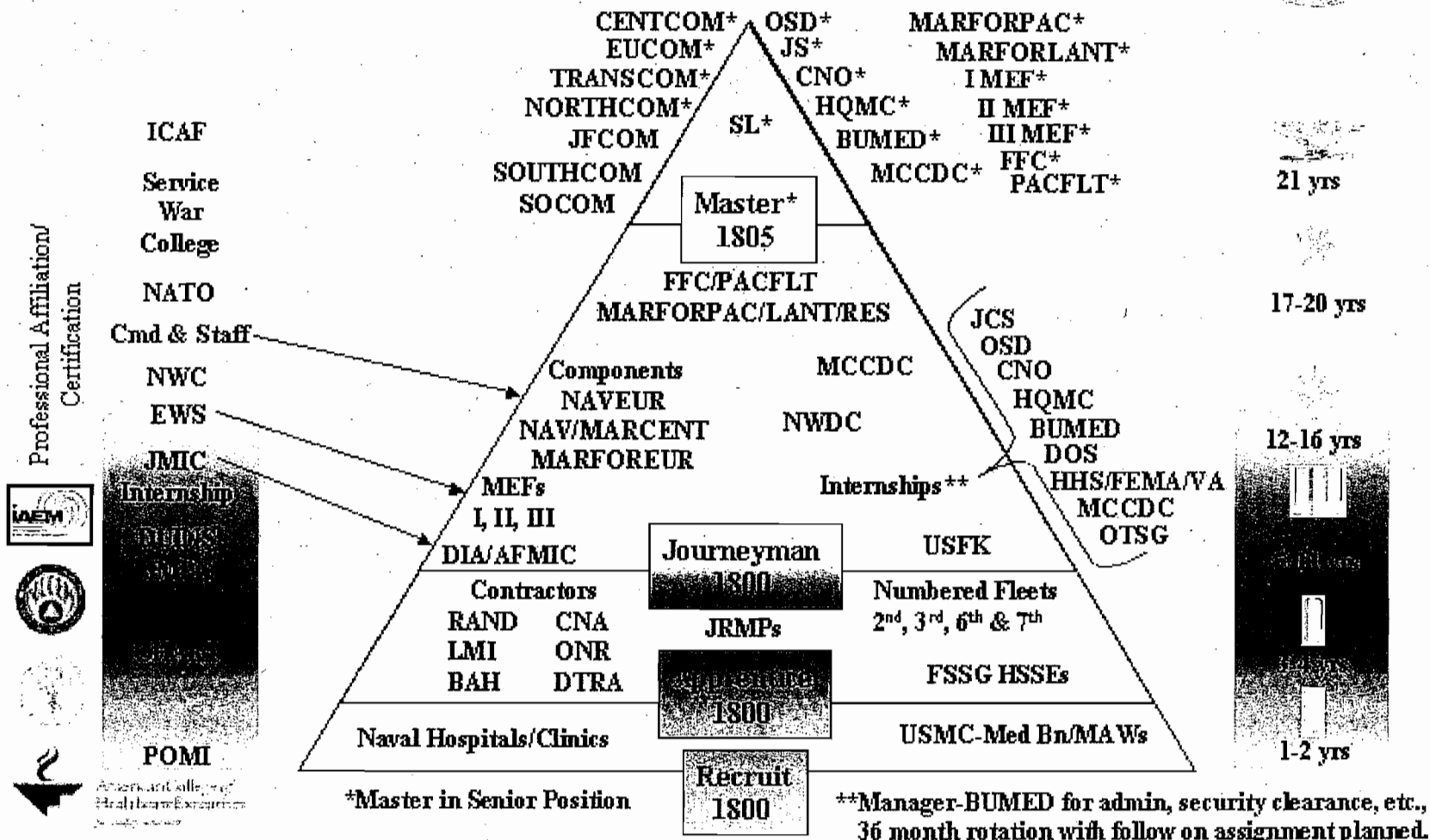
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Years of service	2	4	6	8	10	12	14	16	18	20	22	24	26	28	30		
Promotion	ENS					LT	LT			CDR							
Mentorship	Choose your mentor																
Specialty competency	AAMA/ACHE					Professional Activity											
Naval Competency	OIS	BIMDOC				AMDOC				SMRCC		Capstone					
Leadership Courses		POMI	JMPC			Command & Staff				Joint Forces Staff College		Inter-Agency					
		SWIMDOC/EWS				Any Service Senior War College				XO/CO School		NDU/CAF					
		Serve on Board Any Capacity															
Education		Master Degree - HCA		Master Degree - Public Health/Emerg Mgmt/Hum Asst													
		DUINS/POMI Internships			DUINS/POMI Fellowships												
		NPGS															
Preference Duty Stations		MTF - POMI FST MEDBN/FMF Ship- MAO		OPNAV Numbered Fleet Component Staff MCCDC/FMSS/FMF NATO/NWDC TYCOM/NECC/T-AH				OPNAV/HQMC MEDBN XO/CO Joint Staff OSD NATO/COMBATANT CMD FLT DEP SG					NOTE: POMI off ramps are for one tour or for DUINS plus a follow on tour				
Alternate Duty Stations (on and off ramps)		BUMED Large/Small MTF		Program Dir. OIC Dept HD Md-Lg ORSA Billets DUINS				BUMED DFA FH XO/CO FHOTC OIC			AQD JJ1: JOPES proficiency		AQD JP2: Joint plans proficiency				
Professional Business Acumen		Tactical Guidance		OPLAN Analysis & Risk Assessment				Strategic Guidance Oversight					AQD JP1: Navy plans proficiency				
		Develop OPLAN			Assess Strategic Guidance												
		Analytical Decision Making				Force Structure/Project Management/Defense Planning Scenarios											
		Financial Management			Financial Management - Operational				Financial Management - Strategic (SPG/JPG)								

# POMI Career Path





# ASSIGNMENT PROCESS

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## Key Players:

**Detailer** - Officer's advocate; ensure career and personal concerns are balanced with the needs of the Navy; advocate for all subspecialties; career counseling / career management / assignments.

**Specialty Leader** - SG's advocate for community-specific concerns including: billet distribution, training, accessions, professional and career development. *Specialty Leader advises Detailer on requirements and Officers within their community – does not detail!*

**Placement Officer** - Command's advocate; single POC for manning concerns; work collaboratively with BUMED, Regions, Commands, Detailers and Community Managers to properly distribute personnel resources across the enterprise.

## Thesis Statement

The Navy's Medical Service Corps (MSC), specifically the Plans, Operations and Medical Intelligence (POMI) community, must be adequately structured, possess sound strategic leadership direction and implement a mindset of mentorship in order for its members to assume potential roles for future strategic and tactical environments that will enhance Medical Planning resource capability for the changing needs of the joint warfighter.

Strategic Theme	Successful/Unsuccessful Proposals asked to Senior Leadership/Officer/Executives	Comments from Senior Leadership/Officer/Executives
Senior Leadership Direction	1. Senior Leadership identify POMI skills that the organization will need in 5, 10 or 15 years and analyze the workforce to identify those individuals eligible for retirement within the next five years.	4 of 5 agree
	1.a. Yes, for identifying skill sets but not to necessary to identify those retiring within the next five years.	1 of 5 disagree
	2. Senior leaders identify responsibilities, skills and competencies that will be needed by their replacements	5 of 5 agree
	3. The skills of potential successors must be developed through work experiences, job rotation, projects and other challenging assignments	5 of 5 agree

## Thesis Statement

The Navy's Medical Service Corps (MSC), specifically the Plans, Operations and Medical Intelligence (POMI) community, must be adequately structured, possess sound strategic leadership direction and implement a mindset of mentorship in order for its members to assume potential roles for future strategic and tactical environments that will enhance Medical Planning resource capability for the changing needs of the joint warfighter.

Strategic Theme	Succession Planning Proposals asked to Senior Level Medical Executives	Comments from Senior BUMED Medical Executives
Adequately Structured (Personnel, Equipment, Training)	1. The program must have the support and backing of the organizations senior level executive management	5 of 5 agree
	2. It must be a part of an integrated process that includes training, development and performance appraisal (Fitness Reporting). To include, complete background information on potential successors, to include education, experience, skill sets, appraisals and senior executive leadership potential should be reviewed	4 of 5 agree
	2.a. Time, manpower it would take to complete this effort would not benefit the organization. Also, senior leadership would need to commit to the overarching concept.	1 of 5 disagree
	A systematic approach for identifying, nominating and selecting potential successors must be established. A system for monitoring candidate's development plan progress by senior management should be established	5 of 5 agree



## Thesis Statement

The Navy's Medical Service Corps (MSC), specifically the Plans, Operations and Medical Intelligence (POMI) community, must be adequately structured, possess sound strategic leadership direction and implement a mindset of mentorship in order for its members to assume potential roles for future strategic and tactical environments that will enhance Medical Planning resource capability for the changing needs of the joint warfighter.

Strategic Theme	Succession Planning Proposals asked to Senior Level Medical Executives	Comments from Senior BUMED Medical Executives
Mentoring mindset	1. Implementation of a mentoring program	5 of 5 agree
	2. Identified tips on Successful Mentoring	5 of 5 agree
	3. Be honest with the employees about their development. If they are going to be ready for a promotion they need to know what weaknesses need to be addressed	5 of 5 agree

## Thesis Statement

The Navy's Medical Service Corps (MSC), specifically the Plans, Operations and Medical Intelligence (POMI) community, must be adequately structured, possess sound strategic leadership direction and implement a mindset of mentorship in order for its members to assume potential roles for future strategic and tactical environments that will enhance Medical Planning resource capability for the changing needs of the joint warfighter.

Strategic Theme	Succession Planning Proposals asked to Senior Level Medical Executives	Comments from Senior BUMED Medical Executives
Senior Leadership Direction	1. Senior Leadership identify POMI skills that the organization will need in 5, 10 or 15 years and analyze the workforce to identify those individuals eligible for retirement within the next five years	4 of 5 agree
	1.a. Yes, for identifying skill sets but not to necessary to identify those retiring within the next five years.	1 of 5 disagree
	2. Senior leaders identify responsibilities, skills and competencies that will be needed by their replacements	5 of 5 agree
	3. The skills of potential successors must be developed through work experiences, job rotation, projects and other challenging assignments	5 of 5 agree

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<p><b>Adequately Structured</b> (Personnel, Equipment, Training)</p>	<p>1. The program must have the support and backing of the organizations senior level executive management</p>	<p>5 of 5 agree</p>
	<p>2. It must be a part of an integrated process that includes training, development and performance appraisal (Fitness Reporting). To include, complete background information on potential successors, to include education, experience, skill sets, appraisals and senior executive leadership potential should be reviewed</p>	<p>4 of 5 agree</p>
	<p>2.a. Time, manpower it would take to complete this effort would not benefit the organization. Also, senior leadership would need to commit to the overarching concept.</p>	<p>1 of 5 disagree</p>
	<p>3. A systematic approach for identifying, nominating and selecting potential successors must be established. A system for monitoring candidate's development plan progress by senior management should be established</p>	<p>5 of 5 agree</p>

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Strategic Theme	Succession Planning Proposals asked to Senior Level Medical Executives	Comments from Senior BUMED Medical Executives
Mentoring mindset	1. Implementation of a mentoring program	5 of 5 agree
	2. Identified tips on Successful Mentoring	5 of 5 agree
	3. Be honest with the employees about their development. If they are going to be ready for a promotion they need to know what weaknesses need to be addressed	5 of 5 agree