

Making the grade

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Résumé ou extrait : La 4e de couv. indique : "Leadership development in the military is a multifaceted process that takes place over an officer's entire career. At its most basic level, this development occurs through professional experiences and a progressive series of professional military education, of which joint professional military education (JPME) is a subset. In May 2020, the Joint Chiefs of Staff (JCS) issued a vision statement with guidance and objectives for leadership development in the armed services. This vision calls for an outcomes-based approach that emphasizes ingenuity, intellectual application, and military professionalism. The new approach focuses on what students must accomplish rather than traditional metrics, such as curriculum content or the amount of time spent learning specific material. The JCS also emphasized the need to integrate officer talent management (TM) and JPME because these functions are so closely connected. To support the implementation of this vision, the authors reviewed foundational, policy, and implementation documents; conducted semistructured interviews with senior representatives of relevant joint and service offices; and analyzed officer personnel data. They used these methods to (1) describe joint educational institutions' transitions to an outcomes-based approach, (2) examine performance expectations and the qualities needed in effective joint officers, (3) explore how joint performance is measured, and (4) see how challenges in TM systems and processes affect the implementation of JPME, Phase II. They also provide recommendations for how joint stakeholders and the military services can best integrate the TM and JPME processes to support the outcomes-based approach."

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