

UNITED STATES DEPARTMENT OF DEFENSE



# Voluntary Education Program Readiness (Force Education & Training)

## Evidence-Based Organizational Effectiveness

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# Begin With the End in Mind





# Agenda

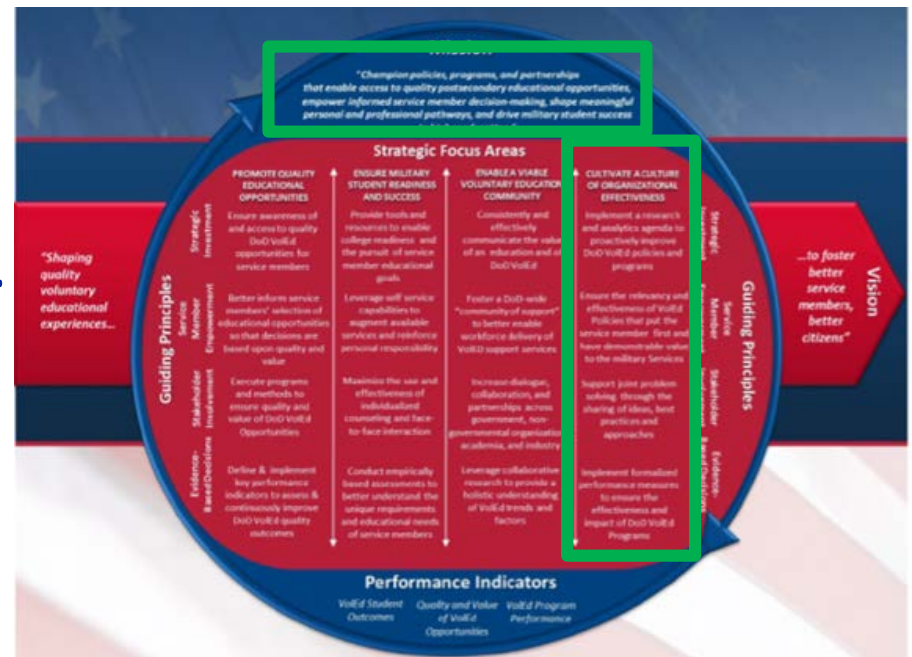
- ➡ **Is DoD Listening?**
  - Review the range of options associated with DoD's performance measurement efforts
- ➡ **How should we assemble a research agenda?**
  - Define DoD's desire, with examples
  - Recognize DoD Voluntary Education (VolEd) stakeholder needs
- ➡ **Review of the findings**
  - Review and analyze aggregated data
  - Synthesize disparate findings to consider new action plans
- ➡ **So What's Next (and to what purpose)?**
- ➡ **Discussion**



# Is DoD Listening?

(the range of options)

- ➔ Strategic Plan, Mission Statement: “Informed decision-making”
- ➔ Strategic Plan, Focus Area 4: “organizational effectiveness”
  - 4.1 ...implement a research agenda...
- ➔ So that we could promote
  - 4.2 ...demonstrable value...
  - 4.3 ...problem solving...
  - 4.4 ...effectiveness and impact...

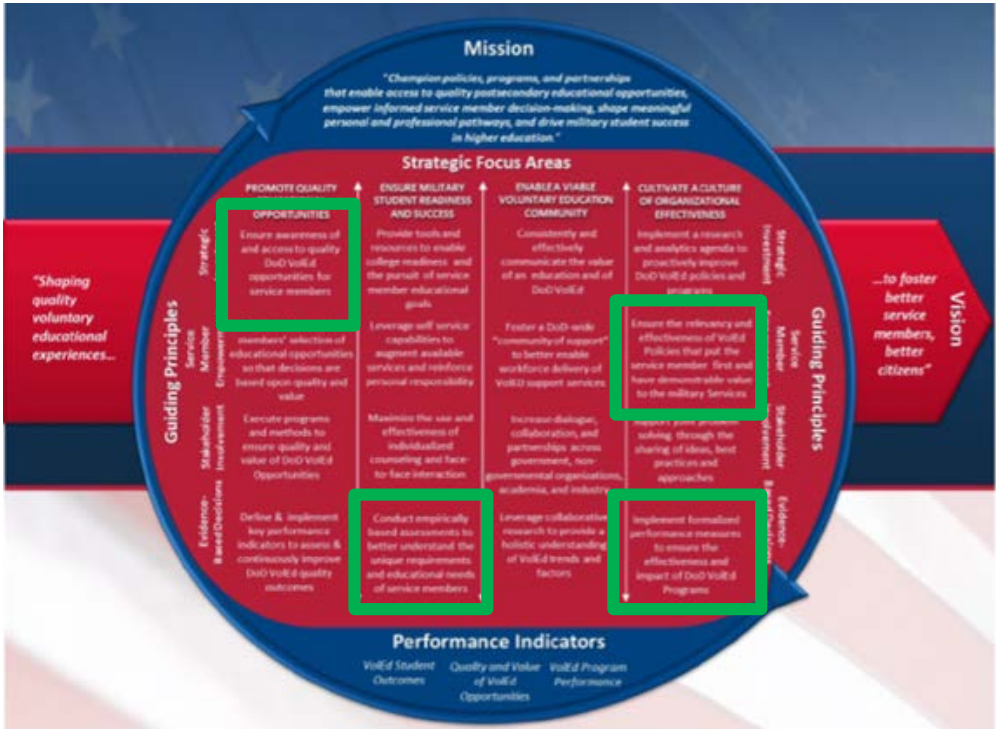
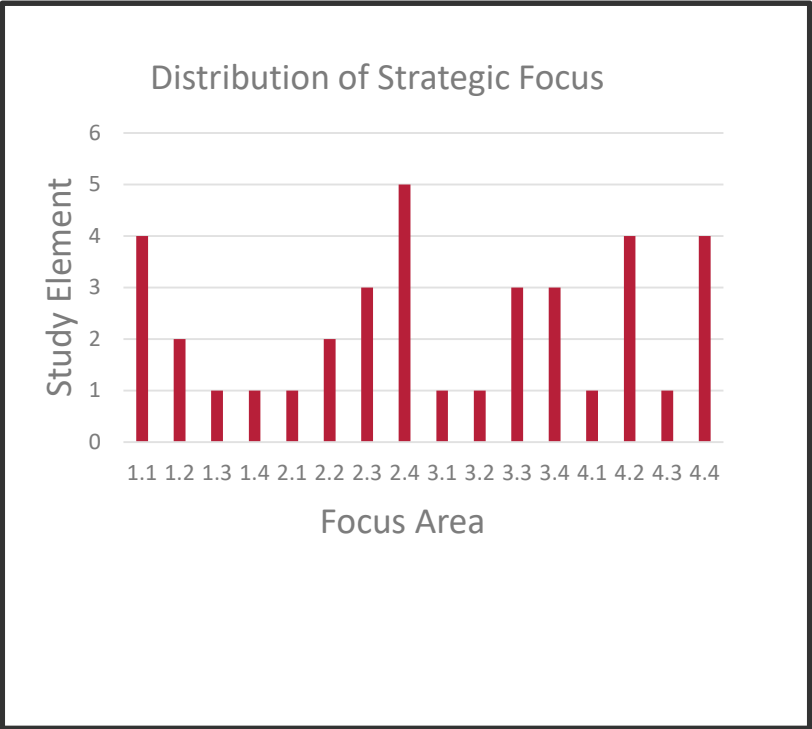




# Assembling a Research Agenda

(what is most important?)

- ➡ Focus Area 4: “Cultivate a culture of *organizational effectiveness*”
- ➡ Research lines of effort





# Assembling a Research Agenda

(learning through iteration)

## First Generation:

- Tracking Outcomes (literature review and cohort outputs)

## Second Generation:

- Tracking Outcomes (output parsing)

## Third Generation:

- Counseling Comparative Analysis (outcomes)
- Understanding Service-level Differences

- Compliance Framework

- Enterprise Information & Data Environment
- VoEd Analytics and Dashboard

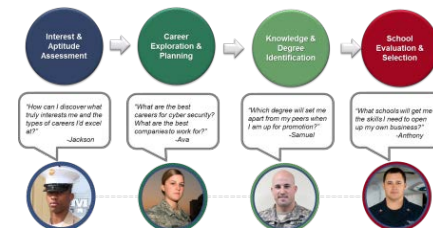
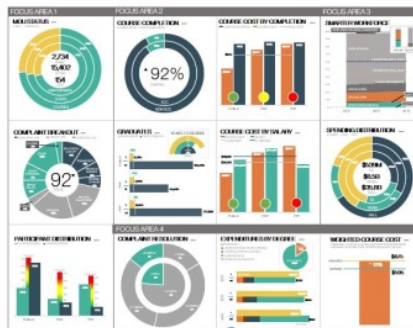
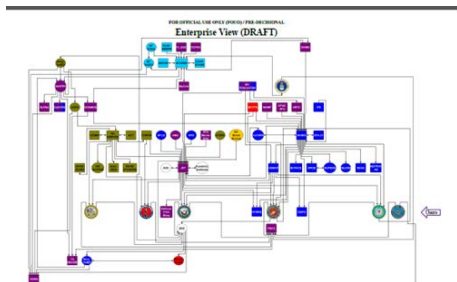
- Customer Relationship Management
- College Credit Recommendations and Academic Skills Analyses

- Military Student Pathways

- Counseling Comparative Analysis (methods)

- Career Path DECIDE Prototype
- SOC Network Prototypes

- Accessions Study

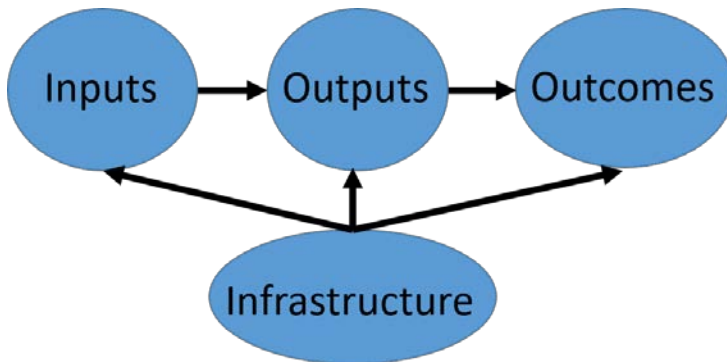




# Review of the Findings

(aggregating the data)

- After 37 research lines of effort we've learned some things about our environment
- Findings can be categorized into 4 buckets
  - Input: a resource entering the system (e.g. "an enrollment")
  - Output: a tangible product leaving the system (e.g. "a completion")
  - Outcome: the effect we want to achieve (e.g. "an accession")
  - Infrastructure: physical structures needed for the operation of the enterprise (e.g., facilitation of transactions or data definitions, granularity, cleaning)



- A word about the difference between *outputs* and *outcomes*
  - An "output" is a measurable difference to a quantifiable variable within the system
  - An "outcome" reflects impacts on external systems



# Review of the Findings

(synthesizing disparate findings)

**First Generation:**

- Tracking Outcomes (literature review and cohort outputs)

- Compliance Framework

- Military Student Pathways

- Accessions Study

**Second Generation:**

- Tracking Outcomes (output parsing)

- Enterprise Information & Data Environment
- VolEd Analytics and Dashboard

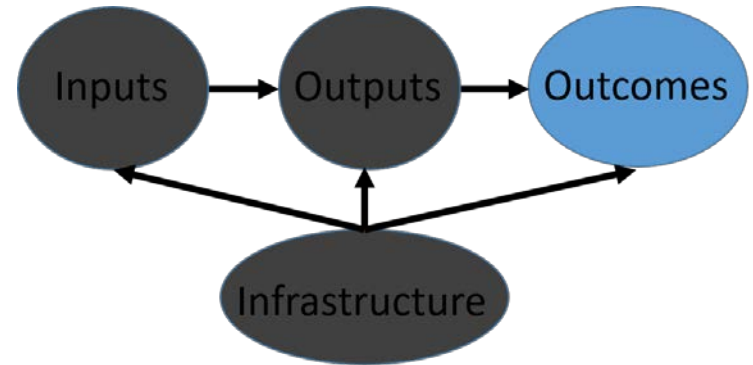
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➡ **Key Findings:**

- Risk exists within the VolEd environment (in the form of time, finance, and goal attainment)
- At-risk populations are definable
- There is *(still)* a relationship between off-duty education and retention and/or advancement





# Review of the Findings

(synthesizing disparate findings)

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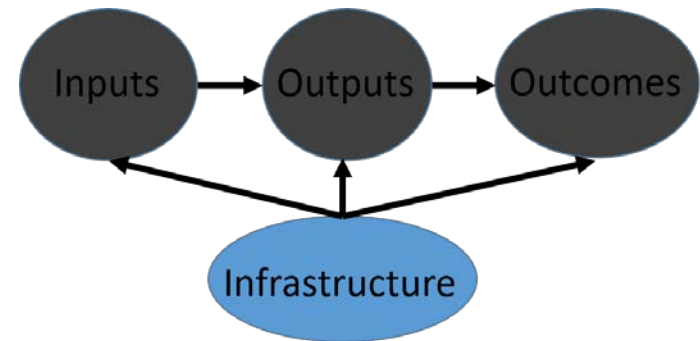
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➡ **Key Findings:**

- MOU compliance is one marker for quality (note: is this an input or an infrastructure?)
- Flawed information collection infrastructure
- Hodge-podge system with vulnerabilities



# Review of the Findings

(synthesizing disparate findings)

**First Generation:**

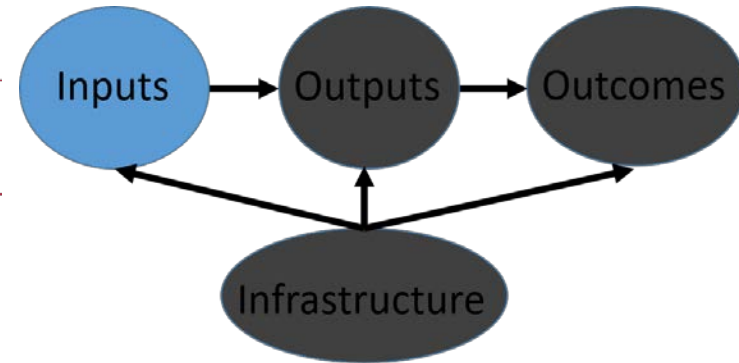
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➡ **Key Findings:**

- “Journey Mapping” of various personae revealed missing credential elements and the vastness of pathway options
- Integration of data elements from outside DoD can facilitate infinite and instantaneous journey mapping
- Counseling is the nexus between planning, full exploitation of programs, and attendant outcomes



# What's Next?

## Outcomes

- Complete studies, ascertain impact(s)
- Additional counseling strategies; prioritize counseling access
- Provide better granularity on attainment paths

## Infrastructure

- Identify other quality markers (especially in certification and licensure)
- Consolidate data systems
- Procure systems that make sense; “hardened” against vulnerabilities

## Inputs

- A “super-charged” Career Path DECIDE (70+ new functions)
- Vertically aligned and stackable SOC networks
- Counselor engagement (toolkits, training, etc.)



# To What Purpose?

➔ DoD’s exploration into organizational effectiveness has revealed an exceptional opportunity to both *discover* and *seize* the nexus between

Mission: *...informed consumer...*

and

Vision: *...a better citizen...*

➔ The research agenda and findings presented herein provides DoD leadership with the evidence, tools, and expectations it needs to chart a future course in realizing the VoEd vision.



UNITED STATES DEPARTMENT OF DEFENSE



...Better Service Members, Better Citizens.

**DoD Policy & MOU Compliance Inquiries:**

**[osd.pentagon.ousd-p-r.mbx.vol-edu-compliance@mail.mil](mailto:osd.pentagon.ousd-p-r.mbx.vol-edu-compliance@mail.mil)**