

10 February 2005

Admiral,

As I read more and more about "deep change", I believe that the detailing process is one of those areas where the community can make a radical change in the way our officer human capital is assigned. This is not in any way meant to impugn our current or past detailers.

I believe each of our assignments could have specific skill sets assigned to them which allow those involved in the detailing process to make more informed decisions about which officer is detailed to which job. (This process would allow us to match existing skills to requirements as well as put an individual in a job where they could demonstrate growth of additional skills). One might argue that we have been doing this but we really haven't. Using myself as an example, I was told that I was the "perfect" fit for Captain Arbogast's job in OSD transformation and the perfect fit for the Joint Staff J6K Information Assurance job. The only real qualifications I had for these jobs was that I met the prerequisite prior sea duty and post-command requirements - without any expressed attendant skills gained in those jobs. The defining factor was my PRD. I was not a good fit for either job. (Some would argue I'm not a good fit for any job.)

In the past we have assigned officers to jobs largely based on PRD, previous assignments and desires of the individual. If we were to identify the specific skills of each assignment objectively, I believe we would be better able to match individuals to jobs.

I've been told by officers that the detailer has told them that they can't go to a senior sea duty job because they don't have experience in a junior sea duty job. I was told this myself in 1995 before going to C7F (I was a flyer and not suited for sea duty). This is plain wrong. In fact, with consideration given to "deep change", officers with prior sea duty may be exactly the wrong individual to send to sea in the senior sea duty jobs. There are some excellent officers with limited (or no) sea duty who possess exactly the skills we want (I believe) in those officers you will send to sea in the senior sea duty assignments (integrity and real understanding of the capabilities and limitations of IO). Prior PCS afloat and DIRSUP don't necessarily develop the skills we need for the officers assigned afloat in the future. We need new thinking in this area.

As you look at areas to consider for "deep change", I think detailing should be near the top of the list as this is key to our Human Capital Strategy.

Vr/

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