

Kirkpatrick Blended Evaluation Plan[®]

888th Corps, Combined Provinces Of Atlantica Army

Background

The 888th Corps organizes, trains, and equips intelligence forces for the Combined Provinces of Atlantica (CPA) Army to gain and maintain information advantage over the nation's adversaries.

Over the last three years, the geopolitical landscape has shifted from a focus on counter-terrorism and counter-insurgency to diplomatic and military posturing to counter threats from near-peer adversaries.

It has been over twenty years since "traditional intelligence" was a military focus, and there are virtually no remaining soldiers who are skilled in traditional information operations.

Intelligence reports have been subpar, based on few or single sources of information and colored by the implicit biases of report authors. An increase in these flawed reports has negatively affected decision-making by military commanders, placing soldiers and other military resources at undue risk.

Failures and embarrassments in the field have emboldened the nation's adversaries, who have been displaying increasingly bold and aggressive behaviors that threaten smaller neighboring countries and are beginning to destabilize the region.

The Commanding General of 888th Corps has requested training to improve research and writing skills. The 888th Corps created a strong argument that adherence to Intelligence Directorate Guidance (IDG) standards would drastically improve the quality of reports, which in turn would return decision advantage to military commanders and diplomatic operatives in the field.

Level 4: Results

The degree to which targeted outcomes occur as a result of the initiative and the support and accountability package

Organizational Outcome

Organization Name

Name of your organization or company, not division, department, or team.

888th Corps of the Combined Provinces of Atlantica (CPA) Army

Organizational Purpose

Brief, plain language statement of what the organization does.

The 888th Corps delivers decision advantage to tactical, operational, and strategic-level commanders by providing timely, relevant, accurate, and synchronized intelligence support.

Organization Mission Statement

Organization's mission statement, not division, department, or team mission statement.

The Combined Provinces of Atlantica Army serves the Atlantican people. Its mission is to deploy, fight and win wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict.

Metrics & Methods to Measure Mission Statement

Metric(s) What will be the measure of success?	Method(s) Method/tool used to obtain the data or information?
More Stable Geopolitical Landscape	World News Reports / Classified Intelligence Reports
Increased Regional CPA Influence	Ministry of Foreign Affairs Quarterly & Annual Reports
Increased Confidence in national security by CPA Citizens	Ministry of the Interior Quarterly & Annual Reports
Budget Efficiency Ratio (ratio of successful mission outcomes to the total defense expenditure. This metric helps in understanding how effectively a military organization uses its budget to achieve its objectives)	Annual Financial Statements & Budget execution reports

Initiative Outcomes

Initiative Name

Initiative for which this plan is being created.

888th Army Delivering Decision Advantage Program

Business Case for the Initiative

A compelling statement of the importance of this initiative and/or the problem or condition that this initiative would address. Why did stakeholders request this initiative? What problem is the initiative trying to solve? The business case should not focus on the training initiative but rather the performance and strategic organizational benefits. (100 words or fewer)

Over the last three years, changes in the geopolitical landscape forced the CPA military to shift focus from counter-terrorism and counter-insurgency operations toward strategic posturing to deter threats from adversarial nation-states. It has been two decades since this was a primary focus, and there are virtually no active soldiers with traditional intelligence research and writing skills. Quality of intelligence reports have declined, leading to a series of military and diplomatic blunders. These failures have emboldened the nation's adversaries (who have been displaying increasingly bold and aggressive behaviors), threatening the sovereignty of smaller neighboring countries, and political stability throughout the region.

Threats and Benefits

Statement or list of what is at risk if this initiative is not executed or is unsuccessful, and what can be gained if it is executed successfully. Start with a small threat and then gradually move to the strategic threats as seen by your stakeholders. Then do the same for the benefits but in reverse order starting with the most strategic benefit to the most tactical.

Failing to address the declining quality of intelligence reporting will lead to more poorly informed decision-making by military commanders and the nation's diplomats. This will put military resources (including soldiers' lives) at risk and encourage the nation's adversaries to exert more pressure on their regional neighbors. Ultimately, this may lead adversary actions that compel the CPA into direct military engagements in order to maintain regional stability.

However, successfully executing this program will cause the CPA's potential adversaries to retreat into reactive, defensive postures, peacefully alleviating military and political pressure and solidifying regional and geopolitical stability. Military commanders and the nation's diplomats will make more decisions based on timely, accurate information, enabling them to exert effective geopolitical influence with minimal risk to CPA resources or its neighboring allies because of the increase in the quality and reliability of 888th Corps intelligence reporting.

Stakeholder Expectations

List of stakeholder expectations from tactical to strategic. Use the benefits you developed to create this list.

1. **100% of intelligence reports are developed applying Intelligence Directorate Guidelines**
2. **100% of intelligence reports are delivered to commanders within the requested decision-making window**
3. **Increased percentage of experienced intelligence analysts sign reenlistment contracts**
4. **Increased trust in the 888th Corps intelligence capabilities by commanders across the CPA Army**
5. **Intelligence reports enable the army to deploy, fight, and win wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict**

Leading Indicators

Results and outcomes that are directly related to the initiative and support the organization's mission statement. Leading indicators are shorter-term observations and measurements suggesting that critical behaviors are on track to create an ultimately positive impact on the mission statement. Typically, the tactical benefits are internal leading indicators. Similarly, the higher-level benefits may serve as external leading indicators. Sequence both groups in order of first occurrence to help tell a story.

Important initiatives that warrant a Blended Evaluation Plan® form need six external and six internal leading indicators.

See the Resource Library in LearnWorlds for example leading indicators.



External Leading Indicators

Customer, client, and/or industry response

1. CPA Army commanders increase requests for information (RFI) submitted to 888th Corps

Metric(s) Method(s)

Increase in RFI Submission tracking

Increase of follow-up interactions Frequency of follow-up interactions

2. CPA diplomats and other military branches increase RFI submitted to 888th Corps

Metric(s) Method(s)

Increase in RFIs Tracking RFI volume and complexity

Timely and comprehensive responses that meet or exceed the requesters' expectations

Analyzing response effectiveness and impact

3. Adversary nation-states increase intelligence gathering operations

Metric(s) Method(s)

Increase in the volume and complexity of intercepted communications Signal intelligence analysis

Increase in the successful uncovering and disruption of espionage activities Counter-intelligence operational metrics

4. Adversary nation-states increase counter-intelligence operations

Metric(s) Method(s)

Increased counter-intelligence activities by adversary nation-states Intelligence activity analysis

Number of cybersecurity incidents that could be linked to counter-intelligence activities

Cybersecurity incident tracking

5. Adversary nation-states decrease aggressive posturing

Metric(s)	Method(s)
Number of “unsafe” land, air, and sea incidents initiated by adversary military forces	Monthly Army, Air Force, and Naval incident reports

6. Allied nations show increased trust in CPA influence

Metric(s)	Method(s)
Increased frequency of joint decision making	Regular observations of interactions between the organization and representatives of allied nations during joint meetings
Increased in joint initiatives	Collect data on number of collaborative projects evaluating trends and changes looking for frequency and depth of engagement

Internal Leading Indicators

Individual, team, department, and/or organizational outcomes

1. Increased quality and accuracy of intelligence reporting

Metric(s) Method(s)

Percentage of intelligence reports that are verified as accurate Intelligence report systems tracking

Reduction in the error rate in intelligence reports Systematic review process

2. Increased timeliness of intelligence reports

Metric(s) Method(s)

Reduction in the response time for operational decisions Track and analyze the time taken from

the release of an intelligence report to

the implementation of a decision or

action based on that report

Reduction in operational response time due to timely intelligence reports Operational logs and decision-making timelines

3. Decreased bias in intelligence reporting

Metric(s) Method(s)

Improvement in the accuracy of intelligence reports Comparative analysis of intelligence reports over a period to assess their accuracy

4. Increased Intelligence Analyst confidence

Metric(s) Method(s)

Improved decision-making efficacy Report accuracy

Time taken to reach and implement critical decisions by Intelligence Analysts Reviewing project timelines and decision-making milestones

5. Increased Intelligence Analyst retention

Metric(s)

Method(s)

Year-over-year retention rate of Intelligence Analysts	Calculate the annual retention rate by comparing the number of intelligence analysts remaining with the organization at the end of the year to the number at the beginning of the year
Average tenure of Intelligence Analysts and frequency of internal promotions	HR databases and performance management systems

6. Decreased risk to CPA resources

Metric(s)	Method(s)
Number of safety incidents and deaths resulting from poor decision-making	Army incident report database
Cost efficiency (ratio of successful mission outcomes to the total defense expenditure)	Financial reports and statements

Interim Reporting to Stakeholders on Leading Indicators

Stakeholders' expectations regarding how they want leading indicator data provided (e.g., dashboard, written report, presentation), the frequency of the interim reports (e.g., monthly), and who is responsible for providing the interim reports.

How to Report Interim Data	Frequency of Interim Data Reports	Who is Responsible for Providing Interim Reports
Dashboard	Monthly	Commander in Charge

Level 3: Behavior

The degree to which participants apply what they learned during training when they are back on the job

Critical Behaviors

The few key behaviors that the primary group will have to consistently perform on the job to bring about targeted outcomes. Critical behaviors are:

- Specific, not broad
- Measurable and quantifiable
- Observable

Primary Group to Perform the Critical Behavior **888th Corps Intelligence Analysts**

1. Analysts will reference at least five reputable sources while researching 100% of intelligence questions

Monitoring

Metrics(s)	Methods(s)	Timing <small>Start, Frequency, Duration</small>
Number of sources referenced per report	Supervisor review	Immediately, 50% of reports, random selection
Number of sources referenced per report	Quality control review	Immediately, 25% of reports, random selection

2. Analysts will include credibility and criticality scores for all referenced sources in 100% of intelligence reports

Monitoring

Metrics(s)	Methods(s)	Timing <small>Start, Frequency, Duration</small>
Number of credibility and criticality scores per report	Supervisor review	Immediately, 50% of reports, random selection
Number of credibility and criticality scores per report	Quality control review	Immediately, 25% of reports, random selection

3. Analysts will include both primary and most likely alternate scenario assessments in 100% of intelligence reports

Monitoring

Metrics(s)	Methods(s)	Timing Start, Frequency, Duration
Number of reports with both primary and most likely alternate scenario assessments	Supervisor review	Immediately, 50% of reports, random selection
Number of reports with both primary and most likely alternate scenario assessments	Quality control review	Immediately, 25% of reports, random selection

4. Analysts will complete and deliver 100% of intelligence reports within the customer's stated decision-making window

Monitoring

Metrics(s)	Methods(s)	Timing Start, Frequency, Duration
Number of reports delivered within decision-making window	Supervisor review	Immediately, 50% of reports, random selection
Number of reports delivered within decision-making window	Quality control review	Immediately, 25% of reports, random selection



Required Drivers

Support and accountability factors that reinforce, monitor, encourage, and reward performance of critical behaviors on the job

See the Resource Library in LearnWorlds for example required drivers.

Methods(s)/ Tools/ Techniques	Timing Start, Frequency, Duration	Relates to which Critical Behavior(s)?			
		1	2	3	4
Reinforcing					
Intelligence directorate guidelines job aids	During training	x	x	x	x
Just-In-Time training video Repository	Immediately after training	x	x	x	x
Intelligence report writing follow-up modules	60 days after training	x	x	x	x
Encouraging					
Senior analyst coaching	Immediately after training	x	x	x	x
Supervisor feedback	Immediately after each report review	x	x	x	x
Rewarding					
Gamification – weekly competition across all Intelligence Analysts for the highest accuracy rate. Winner gets mentioned during team meetings and a trophy is passed along week by week	Weekly after training for 3 months	x	x	x	x
Military decorations	6 months after training	x	x	x	x
Quarterly and annual awards	Once a quarter and once a year	x	x	x	x



Monitor & Adjust

How will you ensure that the required drivers occur? Or how will you monitor the monitoring?

Mobile Training Team (MTT) Lead will check with Supervisors and Quality Control weekly to ensure the random reviews of completed intelligence reports are being completed and outcomes are being documented in the appropriate dashboard.

MTT Lead is also responsible for ensuring the reinforcing required drivers are distributed to Analysts on time.

Executive Officers will meet bi-weekly with Senior Analysts to review coaching outcomes and adjust leadership strategy.

Executive Officers will also communicate which Analysts have earned each of the rewards with their respective Supervisors to ensure rewards are given at the appropriate time.

Level 2: Learning

The degree to which participants acquire the intended knowledge, skills, attitude, confidence, and commitment based on their participation in the training

Brief Description of Training (100 words or fewer)

The Delivering Decision Advantage Training Program will be delivered by Mobile Training Teams (MTT) who bring training to Intelligence Analysts wherever they live and work. The course consists of five, four-hour training sessions conducted over a five-day period. Students will attend either a morning or afternoon training session each day. Morning session students will return to work in the afternoon, while afternoon students will attend their normal work schedules in the morning. Students will apply what they learn immediately on the job and receive feedback, guidance, and redirection when they return to class.

Training Duration Five Days, 4-hours per day (20 training hours)

Training Delivery Method (e.g., in-person, eLearning, etc.) In-Person via Mobile Training Team (MTT)

Learning Objectives

Statements defining what the group that will perform the critical behaviors on the job must do to perform them properly

After training, participants will be prepared to:

1. Differentiate between reputable and non-reputable sources while conducting intelligence research
2. Assess the credibility of an intelligence information source
3. Accurately rate the importance (criticality) of specific information used to support an intelligence assessment
4. Develop primary and alternate intelligence assessments based on reliable, but divergent information sources
5. Reference an RFI customer's earliest and latest decision-making parameters to deliver timely intelligence reports

Components of Learning

Method(s)/ Tool(s)/ Technique(s)	Timing Before, during, or after training
Knowledge I “I know it.”	
Knowledge tests	During
Discussion	During
Skills I “I can do it right now.”	
Individual activities	During
Group activities	During
Attitude I “I believe this will be worthwhile to do on the job.”	
Job application review discussions	During
Action planning	End of Training
Confidence I “I think I can do it on the job.”	
Presentations	During
Teach backs	During
Commitment I “I will do it on the job.”	
Action planning	End of Training
Job application review discussions	During

Level 1: Reaction

The degree to which participants find the training favorable, engaging, and relevant to their jobs

Components of Reaction

Method(s)/ Tool(s)/ Technique(s)	Timing Before, during, or after training
Engagement The degree to which participants are actively involved in learning	
Instructor observations	During
Open-ended discussion questions	During
Relevance The degree to which course content directly relates to participants' job responsibilities	
Job application review discussions	During
Satisfaction The degree to which participants react favorably to the learning event	
End of course survey	After
Instructor observations	During

Necessities for Success

Prerequisite items, events, conditions, and communications that help leverage success or address problems before they reduce the impact of an initiative.

Issue Due to the counter-terrorism/counter-insurgency focus of the last 20 years, most analysts do not have accounts for databases used in traditional intelligence research.

Recommended Action Establish information database accounts for 888th Corps analysts and provide a basic training program to them how to effectively use their new resources.

Issue Many CPA Army commanders rely on civilian intelligence agencies to deliver traditional intelligence products, since they have not been conditioned to expect good reports from the 888th Corps.

Recommended Action The 888th Corps Commander, Senior Officers, and Senior Enlisted should attend leadership conferences and other senior leader events to market the Corps' new focus and traditional intelligence capabilities.

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