Reducing Tier II Fitness Test Failures for ANG TACP

BOISE STATE UNIVERSITY

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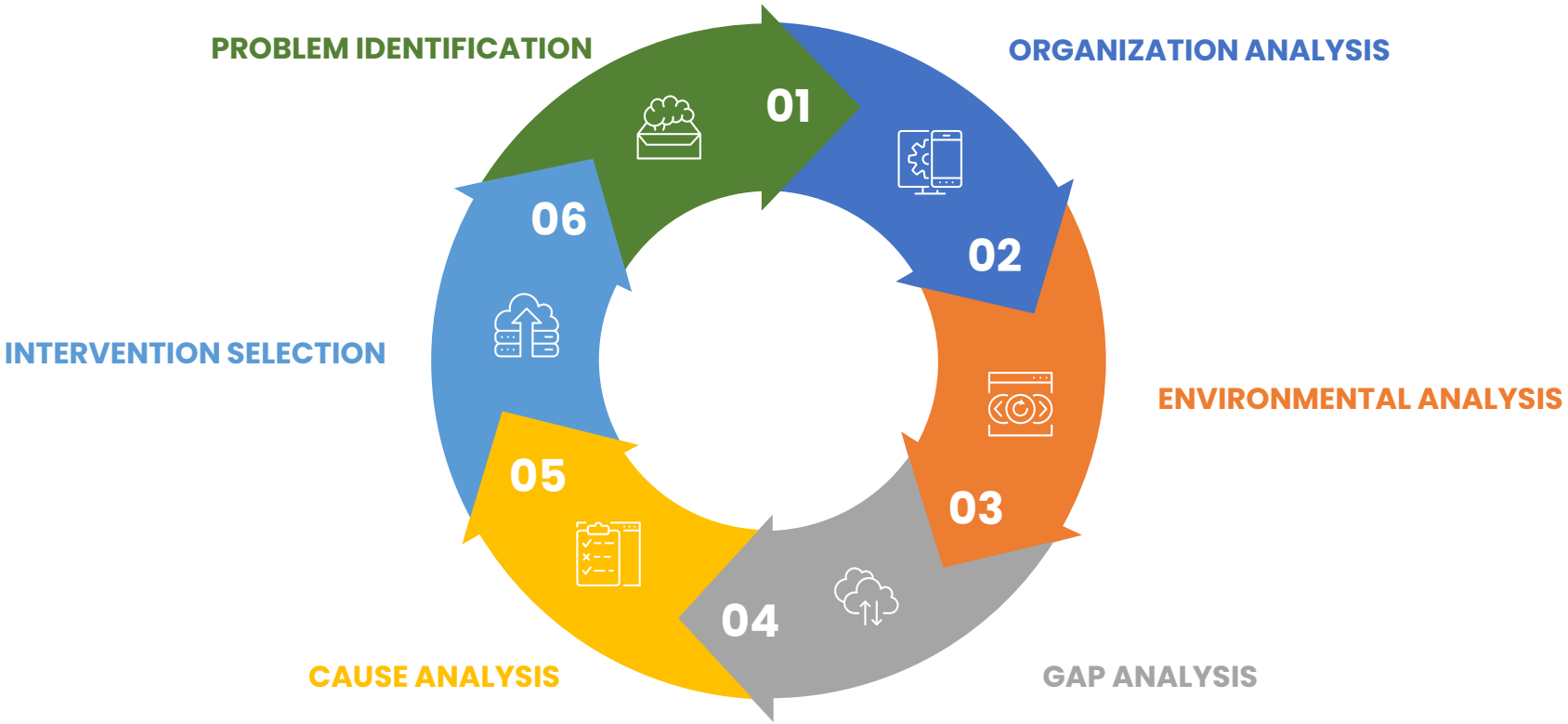
Background & Process

Conduct a systematic needs assessment for ANG TACP on the impact of the Tier-II Fitness Test on ANG TACP Mission Readiness.



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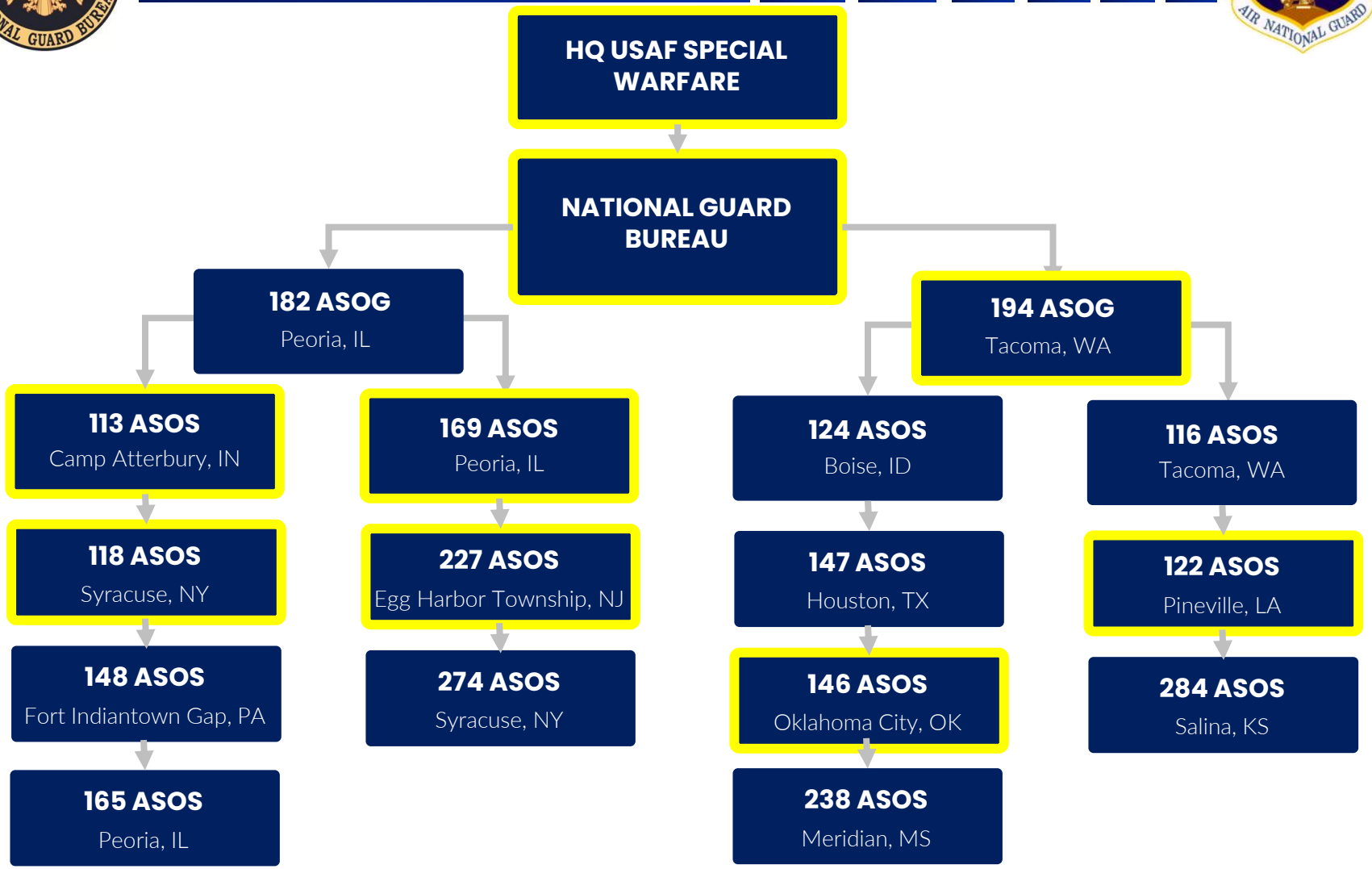
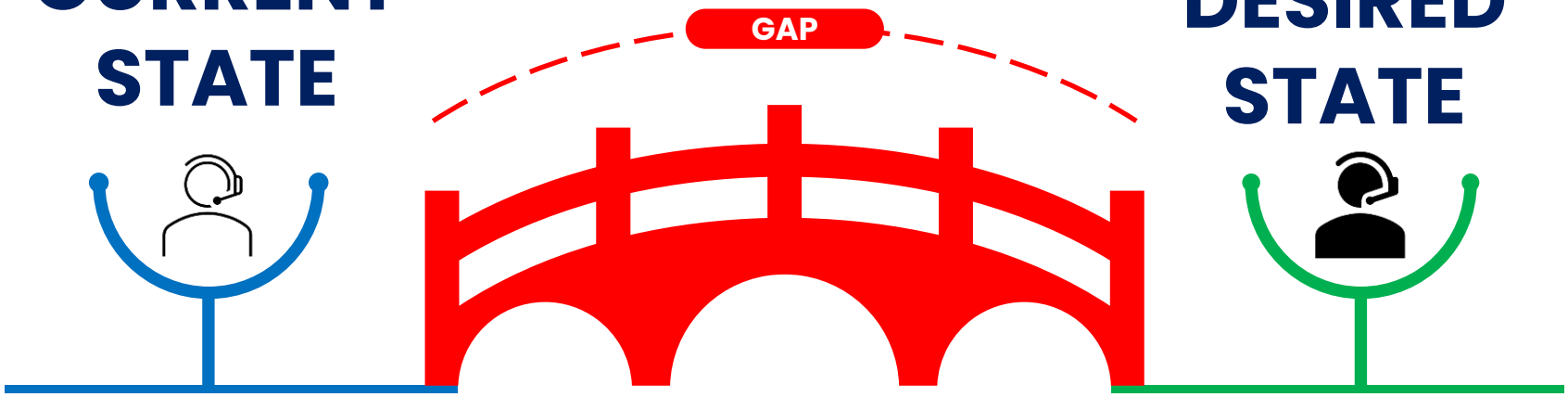
Organization



16 Units: 14 States, 2 Groups, 14 Squadrons, 1063 19ZXB/1Z3X1

Performance Gap

CURRENT STATE



DESIRED STATE

ANG TACP Operators pass the Tier-II Fitness Test at a rate of 70%

25% Performance Gap

ANG TACP Operators pass the Tier-II Fitness Test at a rate greater than or equal to 95%

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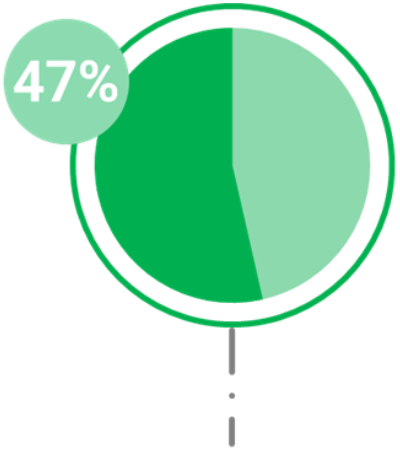
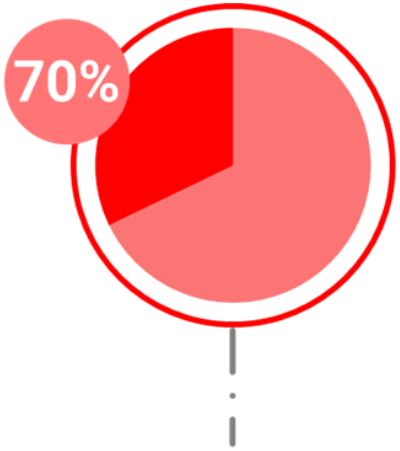
Problem & Impact

Failure to pass the Tier-II fitness test directly affects an Airman's ability to train and maintain their combat mission readiness status. A 30% failure rate for ANG TACP results in 319 Airmen not being able to maintain their combat mission readiness for the Department of Defense.



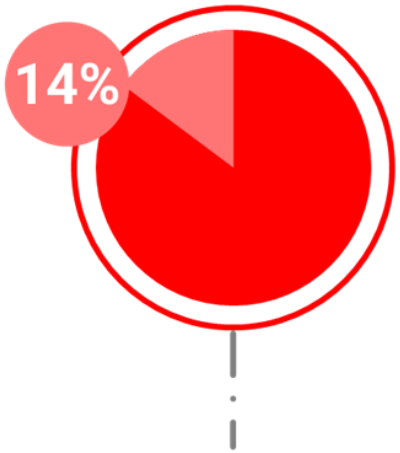
USAF Total Force TACP

ANG TACP makes up 47% of Total Force TACP



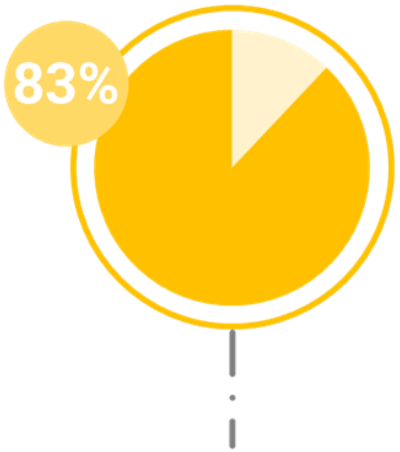
ANG TACP Mission Capability Rate

Of ANG TACP available, only 70% qualified to train and deploy based on Tier-II Fitness Test policy



Worldwide Combat Capability Loss

Mission capability rates result in worldwide combat capability loss.



Army BCTs Covered

Worldwide combat capability loss results in US Army BCTs coverage loss

25% Performance Gap = 14% Loss in TACP Combat Capability USAF Wide
10 of 58 US Army BCTs with no air-to-ground integration capabilty

Financial Considerations

TACP Weapon System Costs

Initial Investment

$450,000 per Airmen

270 graduates annually USAF wide

Training & Currency Maintenance

$100,000 per Airmen Annually

Pay and Allowances

Vary by paygrade

Human Performance Professional

$75,000 - $80,000 per unit Annually

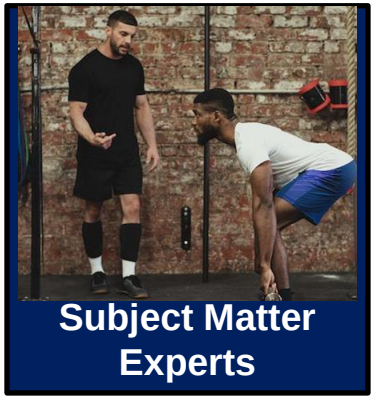
30% failure rate is equivalent to $143.5M initial investment loss
<$1K per Airmen = 1x HPO professional per unit

Data Collection & Analysis

UpStream Stakeholders

MidStream Stakeholders

Direct Impactees



Subject Matter Experts

Extant Data	Interviews
Air Force Manual/Policy Review	In-Person and Phone Interviews
Literature Review	Semi-structured Zoom Interviews

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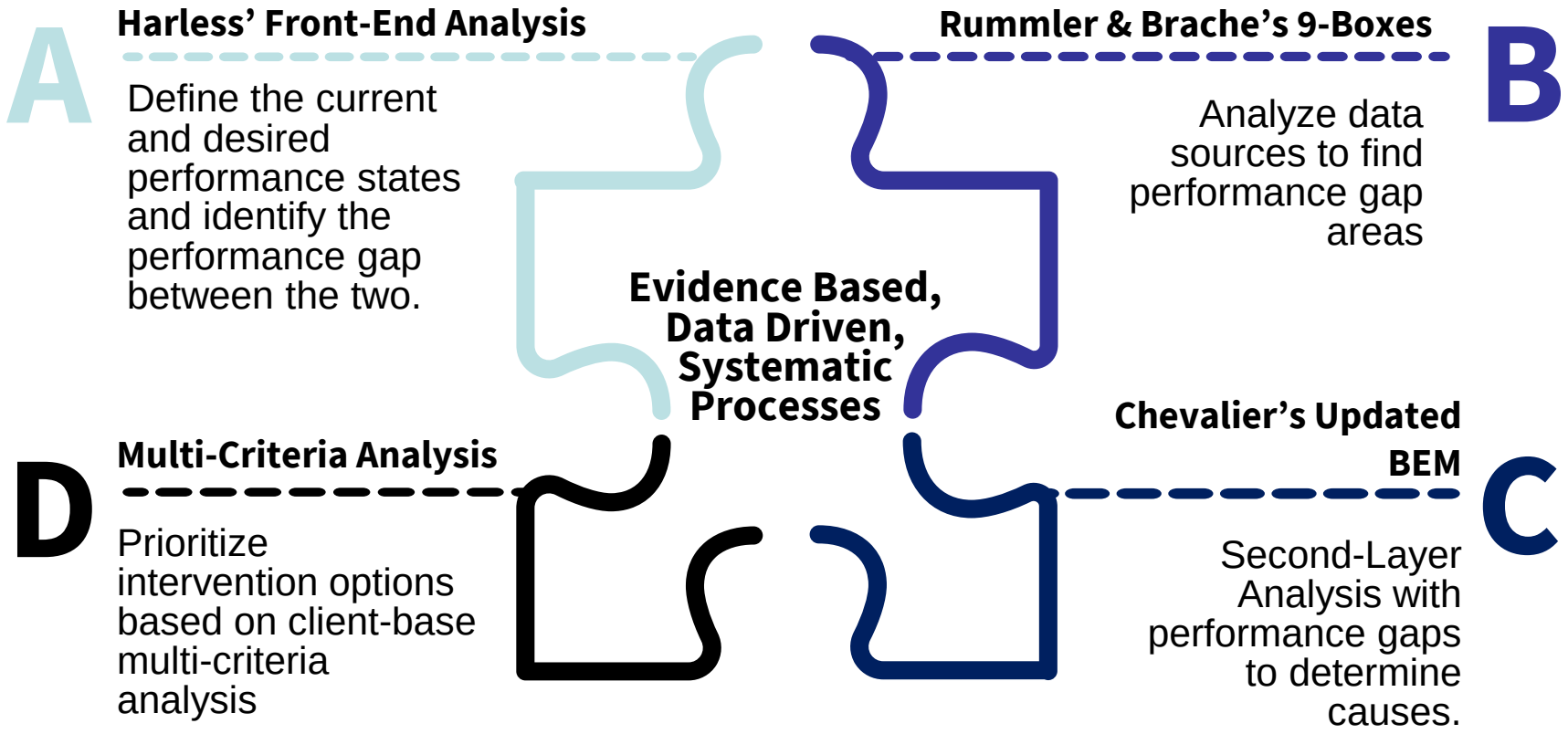
Methodology



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Performance Gap Analysis

	Goals	Design	Management
Organization	- Organization published implementation guidance and expectations for annual testing.	- The design of the organization is appropriate for issuing guidance, strategy, policy and vision.	- Guidance is published within AFMAN 10-3500 for performance review and program management.
Process	- Annual requirement to pass is clearly published.	- Some units have designed fitness programs - Use of these programs are entirely on the individual. - No standard or published process design for unit programs	-No guidance how to report data and at what frequency - Very little data is collected/tracked - If data is collected, it is not used to modify future prep/training.
Performer	- Job specifications are clear - Performance Metrics are inadequate - There are no standard individual development Plans	- Roles/responsibilities, and skills are clear - Procedures for the annual requirement is clear. - Tools are inadequate - Training is inadequate.	- There is no published or practiced performance feedback mechanism. - Consequences for failure is published within AFMAN 10-3500. - ANG does not have any standard coaching program.

Cause Analysis

	Information	Resources	Incentives
Environment	No informal evaluation, feedback, or preparation guidance	No personnel to guide prep. No consistent materials for traditional airmen when off base.	Financial & nonfinancial incentives exist and are effective. Work environment is positive and competitive
	Knowledge/Skills	**Capacity**	**Motives**
Individual	No formal training for developing an individual exercise plan No structure for sharing individual knowledge	Airmen have the ability to learn. Traditional Airmen life conflicts make preparation more difficult "Older" TACP with multiple combat deployments appear to have more chronic injuries	Airmen want to do their job, train and perform well on fitness test. Highly motivated to remain mission ready.

Causes & Interventions

Cause Area	Root Causes	Intervention Types That
Environment-Information	Lack of clear guidance	**INFORM**
	Unclear goals/objectives	**DEFINE**
		MEASURE
	No tracking/reporting system	**STANDARDIZE**
		MEASURE
Environment-Resources	Non-Standard Material Resources	**DEVELOP**
Environment-Resources	Lack of professional coaching resources	**DEVELOP**
Individual-Knowledge/Skills		

Causes & Interventions

Intervention Types That	Potential Interventions
INFORM	▪ Publish cyclical peer-reviewed/evidence- based articles to support fitness culture ▪ Publish evidence on the “why” behind tier-2 fitness testing linked job performance over time ▪ Publish cyclical job-aids on fitness guides for ANG TACP fitness options ▪ Publish ANG Specific Command Guidance on fitness culture and preparation
DEFINE	▪ Consider redefining position and age standards for Tier-2 fitness test ▪ Consider redefining implications of failures
MEASURE	▪ Clearly define and collect data to inform future decisions: injury, downtime, scores, etc.
DEVELOP	▪ Invest in HPO staff to be available at each unit capable of remote fitness coaching
STANDARDIZE	▪ Procure standard equipment for each HPO facility ▪ Standardize reporting systems and timelines (i.e. semi-annual practice tests)

Prioritizing Interventions

Criteria	Weight	1	2	3
Cost of Implementation	3	>$1M	>$500k	Less Than $500k
Ease of Implementation	1	Will require > 1-year to implement	6-12 Months	< 6-months
Potential to Reduce Injury Rate/Downtime	3	No potential to decrease	Marginal Potential to Decrease	High Potential to Decrease
Potential to Increase Pass Rate	3	No Potential to Increase	Marginal Potential to Increase	High Potential to Increase

Intervention Area	RAW SCORE	WEIGHTED SCORE
INFORM	10	24
DEVELOP	8	22
DEFINE	8	22
MEASURE	7	19
STANDARDIZE	7	15

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The Path Forward

INFORM

Publish evidence-based articles using SW Human Performance Squadron

INFORM

Publish the "why" behind testing for TACP. Get the messaging correct

INFORM

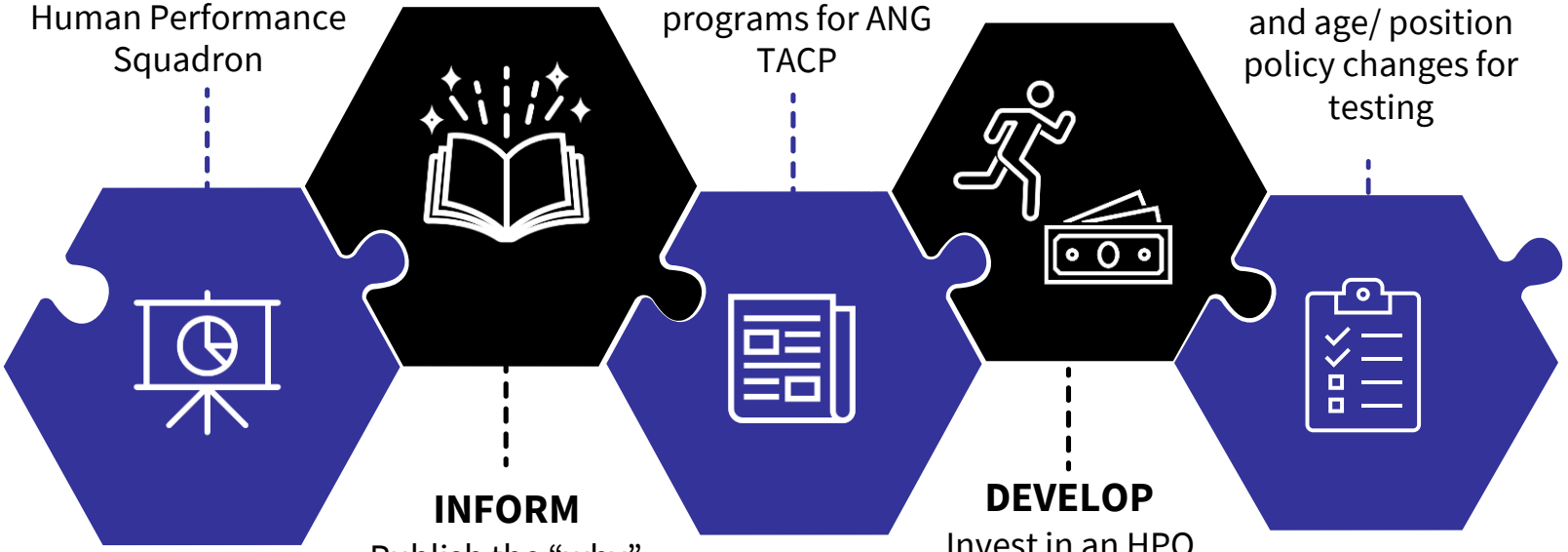
Publish job-aids on fitness programs for ANG TACP

DEVELOP

Invest in an HPO staff at each unit capable of providing remote fitness coaching for ANG TACP

DEFINE

Consider changing implications for failure and age/ position policy changes for testing



Low cost to high cost – invest in ANG TACP Airmen because humans are more important than hardware

Limitations & Opportunities

Theme	Limitation	Opportunity
Recency	New test requirement with limited data of actual effect on mission readiness	Get ahead of the readiness problem before it becomes a problem
	Ability to quantify institutional knowledge loss due to limited data pool	Expanded research for additional data points for future test policy decisions
Snapshot	Limited research pool and not time for surveys	Survey the force based on this report to understand concurrence
Long-Term Injury Prevention	Limited data on injuries within ANG TACP related to Tier-II testing	Develop data collection mechanism to assess impact of test with regards to injury

Questions?

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I am an Air Force TACP Officer pursuing a master's degree in Organization Performance and Workplace Learning at Boise State University.

US Air Force Weapons School Graduate, USMC Weapons and Tactics Instructor Graduate, and currently serving as Group Chief, Weapons and Tactics for the 182d Air Support Operations Group, Peoria, IL.

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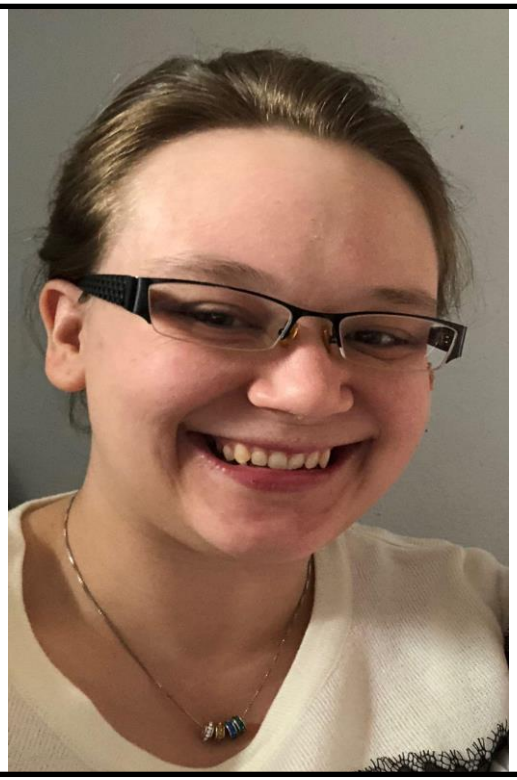

I am a high school English teacher pursuing a masters degree in Organizational Performance and Workplace Learning from Boise State University.

I have spent the last eleven years teaching students at multiple grade levels and with a variety of needs.

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Osemome Ndebbio

I work as an Instructional Design Specialist and I'm currently working towards completing an MS in Organizational Performance and Workplace Learning at Boise State University.

My interests lie in creating learning environments that help learners reach their full potential in the workplace regardless of their socio-economic status or cultural background.

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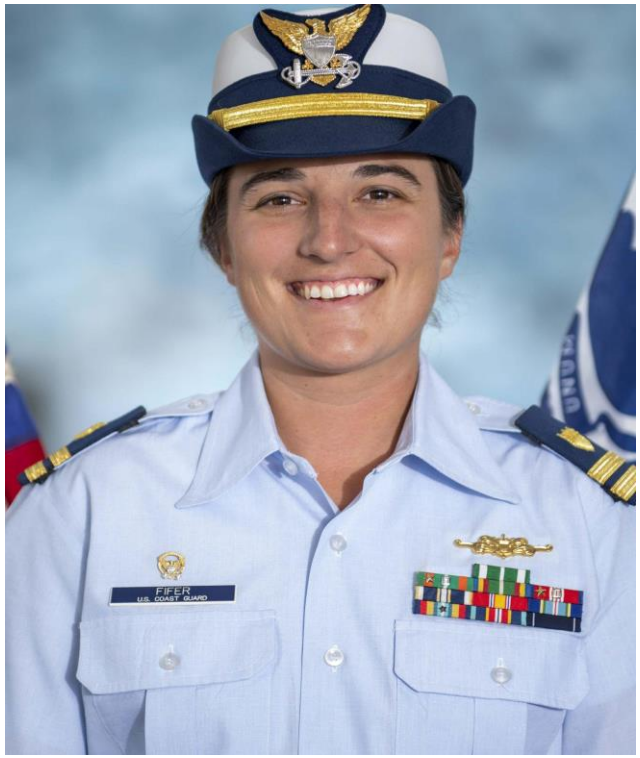

I am a Coast Guard Officer currently pursuing a master's degree in Organization Performance and Workplace Learning at Boise State University.

Prior to pursuing my post-graduate degree at Boise State, I served on three Coast Guard Cutters for six years in various positions, including two years as the Commanding Officer of a 154-foot Fast Response Cutter.

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