

PATHFINDER REPORT

Developing Airmen and Guardians with Games for Enhanced Readiness (DAGGER)

Version 1.0.0

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Pathfinder Overview

A 2022 Spark Tank finalist, Developing Airmen and Guardians with Games for Enhanced Readiness (DAGGER) was added to the list of DAF Innovations, tracked by AF/A1 Innovations Office and regularly briefed to the Vice Chief of Staff of the Air Force.

The Pathfinder effort assessed DAGGER based on the DAF's problem statement, organizational value, pilot results, and scalability to determine the viability of expanded implementation with continued investment.

This Pathfinder report's objective is to inform a decision on continued investment in DAGGER.

Background

The premise of DAGGER is that Airman Foundational Competencies (AFCs) can be developed, tracked, and assessed by implementing weThink's proprietary assessment methodology—Calibrate™—scaffolded around a team-based activity which uses a commercial-off-the-shelf (COTS) video game. It is the pairing of Calibrate™ with the video game that is now referred to as DAGGER.

weThink developed their platform-agnostic methodology and technology to help people grow collaboration, soft skills, and transferable skills to be able to thrive in teams. Calibrate™ is research-backed and based on a proprietary network of 167 soft skills and behaviors giving insights into team dynamics, cohesion, and transferable skills. weThink's process has been employed in high-performance, dynamic environments like eSports, semi-professional sports, and corporations.

Pathfinder Scope

CXAL was tasked to execute a Pathfinder to answer:

- Does DAGGER/Calibrate™ have value to AF, if so, what is it?
- It is a good investment to continue the resource investment (time & money) to overcome obstacles (funding, contracts, adoption, implementation) to scaling?
- What are the major barriers to overcome for scaling?

The CXAL Pathfinder stages guided this project's goals and outcomes. The Pathfinder stages are normally executed in turn, but in this project, the focus was to execute the following stages: Determine Value Proposition and Validate Value by piloting only one of five services—Calibrate™ (develops, assesses, and tracks) in weThink's portfolio. Additionally, CXAL completed initial work on the Roadmap to Value and Commercialization efforts.

Findings

CXAL recommends continued investment in developing DAGGER for a wider AF adoption as the value proposition is proven and the DAF has a stated need as written in policy (AFH 36-2647). The barriers to scale are not insurmountable, costly, or controversial. Therefore, the AF can relatively quickly (within months: 3-6) expand DAGGER and start moving the DAF towards improving competency development.

The primary barrier to AF implementing DAGGER is the people. One to two DAF stakeholders are carrying the message of DAGGER pilot outcomes but lack the ability to accurately communicate success and get senior leader attention or buy-in without the support of a contractor team. There is resistance to engage the contractor team which would provide an adequate explanation of the developed capability the DAF has invested in since 2021. Additionally, this resistance limits the opening to expose the opportunity to apply additional capability to meet the greater DAF need.

Value Proposition

Problem Statement

Government's Original Statement:

"DAF has experienced several costly accidents and incidents directly attributed to a lack of officer competencies such as: accountability, communication, decision-making, leadership, and teamwork. DAF requires a way to track, assess, and develop these competencies in officers early in their careers to set a baseline for future development and enable peer competition."

Through discovery, it was learned that the DAF has larger goals which can be expressed in this refined problem statement:

"DAF is unable to determine career trajectory or ensure the right talent is given increased responsibility based on competency performance."

Defined Value Proposition Statement

Determined the value of competency methodology for tracking, assessing and developing to address this problem statement.

Value to Airmen & Guardians: Airmen & Guardians accessing a suite of competency tools for any team-based activity will establish an early career competency foundation and enable Airmen to continually develop and maintain those competencies throughout their career.

Value to Air Force: Airmen & Guardians consistently engaging in developing their competencies in any team-based training or operational activity results in better performance and fewer costly (manpower lives & dollars) mistakes.

Success Metrics

Best-in-class competency development research by the organization *Collaborative for Academic, Social, and Emotional Learning* as well as *Harvard Business Review* shows that social and emotional competency awareness—the amount of awareness that a person has in exhibiting competencies while operating in a team environment—is a precursor to development. Growth cannot occur without awareness; being able to self-assess competency use is the first, and essential, step to developing leadership qualities.

The DAGGER pilot success measure for OTS and AFROTC was to **Increase competency awareness**.



NOTE: This method did not measure the amount of development, only that development has taken place. To measure the amount of development that occurred, the participants would have had to be given pre and post psychometric situational judgement tests which was beyond the scope of this pilot.

Validating the Value (Pilot)

The results of the Pathfinder show that DAGGER has value to the DAF.

- Proven AFC development by creating awareness, the necessary first step to growth and creating warfighters who can win in near-peer/peer competition.
- Scalable with minimal disruption to current DAF training processes, technology, data collection/presentation, policy, and manpower.

Pilot Performance

To assess platform performance during the pilot, the Pathfinder focused on DAGGER's ability to:

- Develop AFCs through increasing awareness
- Track AFC usage through the technology stack
- Assess AFC performance through self and peer evaluations

Develop	<ul style="list-style-type: none"> • Surveys showed 86% of the participants reported improvements in their competency awareness and cadre reported that 75% of participants demonstrated enhanced competency performance. • Case study data showed development in the Accountability competency moving from a score of 2 to 3.5, a 75% growth.
Track	<ul style="list-style-type: none"> • DAGGER's application effectively tracked users, evaluations, evaluation data, and session data for each iteration. • A total of 38,196 AFC evaluations were conducted during the pilot period. • 1,278 participants were recorded in the data, with 1,088 completing evaluations.
Assess	<ul style="list-style-type: none"> • Each of the 38,196 evaluations was given a score, reflecting the Airmen's awareness and proficiency in AFC competencies. • Evaluator Scores provided a measurement of participants' competency awareness within performance contexts, offering insights into their foundational competencies.

NOTE: Details on the OTS and AFROTC pilot execution are in weThink's full pilot report (attached).

Build Roadmap to Value

Completing the Roadmap to Value was not part of this initial Pathfinder effort. As part of the Roadmap to Value, CXAL determines what is the best, most feasible solution to solve the problem statement.

What follows outlines the work CXAL did leveraging elements of the Roadmap to Value to address the original problem statement and lays the foundation for continued development of the roadmap.

Vendor Comparison

Build vs. Buy

AETC has a desire to develop capabilities like Calibrate using internal, organic USAF software development organizations. A previous attempt at DAGGER was tried in 2021 by Air University in the predecessor program, Developing Airmen with Games (DAWG). The original plan was to use COTS games and assessment tools (as DAGGER does), however, Air University Innovation Office (AUiX) opted to use the USAF software development capability BESPIN to develop DAWG. After two years and \$165,000, the BESPIN team created a platform but could not make the assessment tool function and DAWG was never tested with Airmen or Guardians.

Building an assessment tool and methodology appears to be beyond the capabilities of organic USAF software developers. This is primarily due to having limited to no background in human performance, organizational psychology, or psychometrics. Further, AFH 36-2647 paragraph 3.3.6.2., states that the best competency assessment tool would use a combination of work samples and psychological tests. However, this paragraph also states, *“psychological tests require highly qualified developers with a background in psychometrics or organizational psychology...”*.

This passage goes on to state that, in the handbook, competency assessment will refer solely to work samples. The interpretation of this paragraph is the DAF does not have highly qualified

developers with a background in psychometrics or organizational psychology. Thus, they are unable to utilize psychological tests and are consigned to only use work samples.

Commercial Off-the-Shelf Options

In the commercial market research two commercial platforms were shortlisted for review as having the closest service provision to weThink's Calibrate™: Peoplebox and AssessTeam.

In-depth interviews and demos, with follow-up clarification points were conducted for both providers and the results were compiled into an overall scorecard, together with weThink Calibrate™. It should be noted Peoplebox and AssessTeam were not piloted for a full evaluation.

PERFORMANCE EVALUATION Vendor Scorecard		SCORE: Absent – 0, Nascent – 1, Partial – 2, Comprehensive – 3, Complete – 4					
	WEIGHTING: Critical – 3 Important – 2 Standard – 1	ASSESSTEAM		PEOPLEBOX		CALIBRATE	
		Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted
Focus (Result) Area Templates							
Accountability	1	4	4	0	0	4	4
Communication	1	4	4	4	4	4	4
Decision-Making	1	0	0	4	4	4	4
Develop Others	1	0	0	0	0	4	4
Flexibility	1	4	4	0	0	4	4
Fosters Inclusion	1	0	0	0	0	4	4
Results Focused	1	0	0	0	0	4	4
Self-control	1	0	0	0	0	4	4
Teamwork	1	4	4	4	4	4	4
Total:		16	16	12	12	36	36
Platform							
Cloud-based	1	4	4	4	4	4	4
PII Security	1	3	3	3	3	4	4
Data Encryption at REST and in Tr	1	3	3	3	3	4	4
Omni-Channel	1	2	2	1	1	4	4
MS TEAMS Integration	3	0	0	4	12	4	12
Single Sign-on	1	0	0	3	3	4	4
Total:		12	12	18	26	24	32
UX							
Mobile App	1	2	2	0	0	4	4
User-Friendly Interface	1	4	4	4	4	4	4
Intuitive Admin area	1	4	4	4	4	4	4
Personalized Homepage	1	3	3	3	3	3	3
Personalized Reports	1	3	3	3	3	3	3
Growth Guidance	1	0	0	0	0	2	2
Total:		16	16	14	14	20	20

PERFORMANCE EVALUATION Vendor Scorecard		SCORE: Absent – 0, Nascent – 1, Partial – 2, Comprehensive – 3, Complete – 4					
	WEIGHTING: Critical – 3 Important – 2 Standard – 1	ASSESSTEAM		PEOPLEBOX		CALIBRATE	
		Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted
Management							
Evaluation Template library	1	2	2	2	2	4	4
Result area Template library	1	3	3	2	2	4	4
Customizable Evaluation Template	1	4	4	4	4	4	4
Create Evaluation Templates	1	4	4	4	4	4	4
Email reminders	1	4	4	4	4	4	4
Goal Setting / Tracking	1	4	4	3	3	4	4
360 Degree feedback	1	4	4	4	4	4	4
Peer Feedback	1	3	3	4	4	4	4
Self-Assessment	1	4	4	4	4	4	4
KPI Monitoring	1	2	2	2	2	4	4
	Total:	34	34	33	33	40	40
Analytics							
Group Performance Reporting	3	4	12	3	9	4	12
Individual Performance Analysis	2	4	8	4	8	4	8
AI-driven Insights	2	0	0	4	8	2	4
false positive scoring protection	3	0	0	0	0	2	6
Online Dashboard access	1	3	3	4	4	4	4
Real-time data updates	2	3	6	3	6	2	4
Downloadable reports	1	4	4	4	4	4	4
Automated Data extraction	3	0	0	1	3	2	6
Manual Data extraction	1	4	4	4	4	4	4
	Total:	22	37	27	46	28	52
Support							
Telephone Support (24/7)	2	4	8	4	8	2	4
In-Person	3	0	0	0	0	4	12
	Total:	4	8	4	8	6	16
Grand Total:		104	123	108	139	154	196
Pricing							
Pricing Models		Enterprise License - \$5 Per user, per month		Full Suite - \$15 per user, per month, annually billed [enterprise license available on negotiation, includes integration development]		Estimated license of \$5-\$50 per user, per month - dependent on volume	

The net outcome from this research was that although there are similarities across all three services and individual highlights amongst the commercial platforms, neither of the two commercial platform providers had a compelling benefit over weThink that would force a re-evaluation of the current strategy.

Additionally, no other commercial option had services similar weThink's full suite of services which includes Coach, Certify, Compass, and Compose.

Enablers

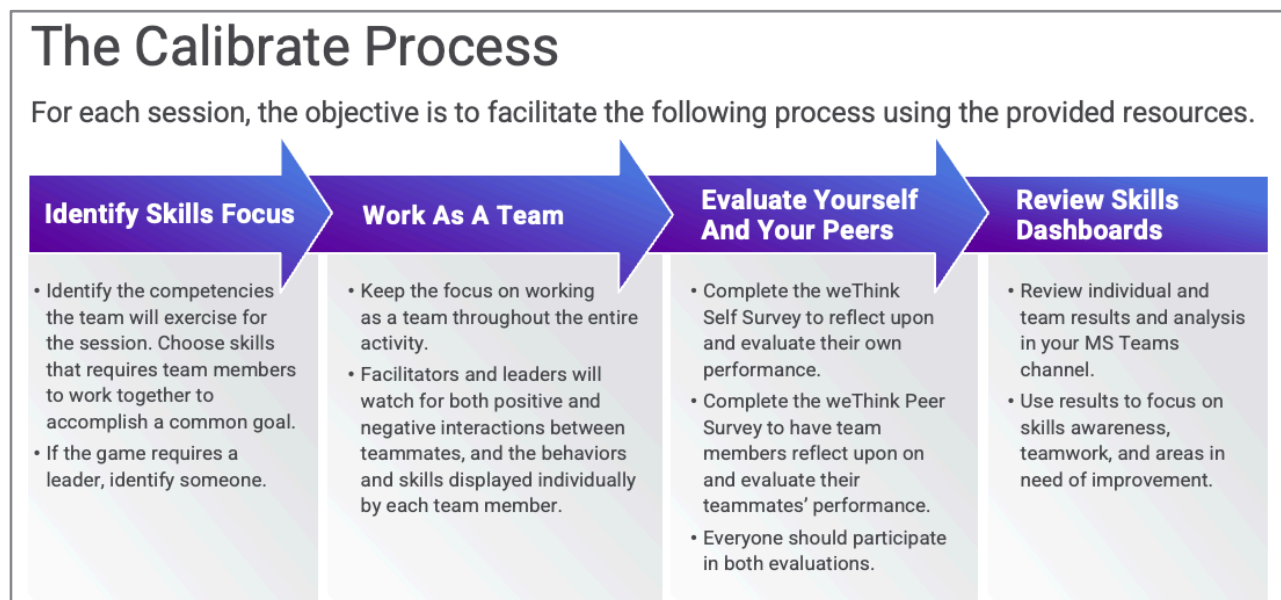
A solution includes people, processes, technology & tools, policy and data which all need to be enabled to realize value. For this Pathfinder to determine DAGGER execution, CXAL began that process of completing what is required for those enablers, but a full solution design will be needed for DAF-wide implementation.

Scaling weThink's Calibrate™ service as DAGGER is initially assessed at a low level of effort overall. The most effort would be in establishing new processes and establishing/securing the data connection.

Process

To scale DAGGER within DAF units or formal schools, the training managers or curriculum developers would have to select the appropriate AFCs to develop, the cadence for iterations, and adopt weThink's Calibrate™ methodology for employment.

To use DAGGER the process remains the same as it was used in the pilot (displayed below).



Technology

weThink's Calibrate™ methodology is enabled by a combination of Microsoft applications: Power Apps, Power Pages, PowerBI, and the Dataverse data repository. These functions all reside in the Air Force Network and Air University (AU) environment and are fully Authority to Connect and Authority to Operate. Additionally, most of the software licenses required are already a part of an Airman/Guardian's enterprise license they receive when they get a af.mil or an au.af.edu account. However, others are not a part of this license, specifically, Power Pages which would need to be added to Airmen/Guardian enterprise license.

Data

For the pilot, Calibrate™ data was collected, organized, and stored in the AU Dataverse. For Calibrate™ data to be available to supervisors at all levels, collected data would have to be secured and integrated to existing DAF data domains including Envision to be viewable in a DAF Learning Record.

***NOTE:** Should DAGGER be used in any European locations, an evaluation of General Data Protection Regulation compliance is recommended.*

People

Implementing Calibrate™ into the DAF's training cycle would require communication and change management efforts to the Airmen/Guardians who would be operating in this new system.

Communication: Execute a robust communication strategy to help Airmen/Guardians understand the benefits of AFC awareness as the foundational first-step in development and the mechanics of using Calibrate™/DAGGER.

Change Management: Incorporate change management processes for all Airmen/Guardians to ensure acceptance and understanding of the new system to include education for supervisors on how to guide/direct Airmen/Guardian development using Calibrate data. Additionally, change management would be vital to ensure Calibrate™/DAGGER is being employed properly in formal training or at home station.

Policy

Competency Policy: No changes to existing DAF-level policy on competency modeling. Calibrate™/DAGGER organically supports and operationalizes current policy.

AETC Curriculum: No changes are required to adapt curriculum as Calibrate™ scaffolds around any team-based training event. AETC curriculum developers would simply have to select which pre-existing team-based events will be a Calibrate™ iteration and the specific AFCs to be developed within each course.

Timelines

Implementation timelines would be varied and determined by the student population (number and career stage), number of locations, ease of data integration, and several other factors which would all have to be assessed at each organization.

However, DAGGER was significantly adapted to a DAF environment during the pilot and is in an immediately deployable state. It is estimated that a **medium-sized unit** could establish a program, train unit members and administrators, and employ the platform in a **modest three-month cycle**.

Commercialization

In summary, DAF established competency policy, and one organization in AETC (AFROTC) has established a requirement. CXAL has assisted DAF to establish stakeholder alignment to need,

customers for DAGGER/Calibrate™, contract mechanism, investment funding for FY25 execution, and proving ROI/ROX – detailed information provided in below tables.

The primary need in FY25 is the organization responsible for selecting capability to meet requirements and implementation to decide on either continuing to execute a pathfinder for enterprise execution and start the program funding process or kill the DAGGER initiative in lieu of other, more valuable, options. The decision needs to be communicated to all interested and invested stakeholders.

Commercialization Details

Requirement: The AF has a stated requirement for the ability to develop, track and assess Airmen/Guardian competency. It is codified in AFH 36-2647, but it is unclear if a requirement has been fully refined and agreed to by all stakeholders. Any refinement discussion may want to include the need for testing both work samples and psychological tests as described above.

Programmed: The requirement is not fully programmed in FY25 or planned yet for FY26, FY27.

Contract Mechanism: DAF has awarded weThink a Phase 1 SBIR that is still active and two Phase 2 SBIRs that have expired due to inactivity.

Due to having an unfunded requirement, AETC must decide if they will guide DAGGER through from innovation into a budgeted program.

In FY25, ROTC will execute \$650,000 provided by SAF/MG to continue pathfinder and piloting for DAGGER/Calibrate™.

The following tables outline stakeholders, customers, potential funding sources, and investments made to date. The relevancy of this information is key to determining if DAF should continue to pursue and where to focus commercialization efforts.

Requirement Stakeholders & Position on DAGGER (Interviews and Direct Observations):

Stakeholder	Responsibility in Execution of Requirement	Position on Competency Requirement	Position on DAGGER to meet requirement	DAGGER Equities
CSAF	Identify Need	Stated – how competency levels get layered into talent mgt	Unaware	None
HAF/A1	Certifying authority for Competency Modeling Policy	Supports CSAF intent	Interest and desire to see outcomes of DAGGER (A1P) and implementation of innovation (A1XI)	Some - A1XI (Innovation Office)
SAF/MG	N/A	N/A	Using Pathfinder to validate how well meets need of DAF	Significant - sole financial investor in solution
AETC/CC	Develops and executes Competency Modelling Policy	Supports CSAF Intent	Unaware	None

AETC/CLO	Advises AETC/CC	Supports AETC/CC Intent	Unaware – appears to be a concern about directly engaging with contractors to discuss solutions and pilot customer (ROTC) is unable to fully explain value without contractors present	None
AETC/A3J	Select and implement capability to meet requirement	Agree/ unaware of current efforts	Unaware – appears to be a concern about directly engaging with contractors to discuss solutions and pilot customer (ROTC) is unable to fully explain value without contractors present	None
ROTC (pilot customer)	User of service	Agree/working to meet through pilot	Positive/tested, validated meets need	Invested time in pilot implementation which can launch into operational use
OTS (pilot customer)	User of Service	Agree/working to meet through continued discussions on piloting	Positive, interested in testing/validating	Investment time in pilot implementation which can launch into operational use

Customers:

ROTC – Pilot customer and desire to fully implement

OTS – Pilot Customer and desire to fully implement

Potential Customers:

Organization	Application	Level of Interest – High/Med/Low
Holm Center	Officer Accession Schools (AFROTC & OTS)	High
Barnes Center	Enlisted Professional Education	High at Chief Leadership Academy; Low at others
Eaker Center	Civilian Leadership Development Schools	Medium
LeMay Center	Warfighting Education Schools	Unaware
Air University	Officer Professional Education	High at SOS; Unaware at others
2nd Air Force	Technical Training Centers	Low
19th Air Force	Flying Technical Training Centers	Unaware

Investments to Date on DAGGER/Calibrate™ from 2021 to Sept 2025

	AF Time Investment to execute these actions (estimated AF manpower hours)	Dollar Investment/Contractor
DAF Research	100 hrs	
DAWG (DAGGER Predecessor)	\$165,000 – unclear Airmen hours or contractor dollars – stat provided was in dollars	
Spark Tank Process & follow up engagement	400 hrs	
Awarded SBIR Phase 1	100-250 hrs	\$75,000
Awarded SBIR Phase 2 – F2D-3671 weThink for AF AETC Education and Training Command Skills Assessment	100-250 hrs	
Awarded SBIR Phase 2 – F2D -11434 DAGGER for AETC Command Foundational Competencies Assessment and Development	100-250 hrs	
Awarded DAGGER MVP	250 hrs	\$33,000
Awarded DAGGER Pathfinder & Pilot Test FY23	1000-2000 hrs	\$555,000
Awarded for FY25 Execution Continued Pathfinder	250 hrs (\$ & contract) TBD based on FY25 efforts	\$650,000
Total	1400-3750 hrs - \$280K-750K	\$1,313,000

Outside of AETC, several other funding sources to sustain and grow DAGGER/Calibrate™ were explored. Below are the efforts and their result:

Organization	Date	Result
OUSD/Defense Civilian Emerging Leaders Program	Jun 2024	Submitted for and selected as a finalist of the DoD Talent Management Innovation Challenge. Positively received—not selected for funding.
AF/A5 Futures	Jul 2024	Discussed with Human Capital Team who are working a task for CSAF to provide a method for developing, tracking, and assessing AFCs to be incorporated in USAF talent management processes. A5 has asked for the research behind Calibrate and is reviewing now.
AFWERX (Squadron Innovation Funds)	Jul 2024	Determined that Holm Center cannot compete for SIF funding as they are not a 'squadron'.
Texas Tech University	Aug 2024	Briefing was positively received. Administrators are internally discussing possible use-cases in their programs.
US Army Development Command	Aug 2024	Expressed interest in DAGGER but no further conversation has been scheduled.
AFWERX (Momentum Funding)	Aug 2024	AFRL expressed serious interest, and talks are on-going on AFWERX providing up to \$350k in 'momentum funding' to continue DAGGER at AFOTC

weThink Cost Chart

Item	Cost/Student/Year
DAGGER Subscription	\$60 (estimated for Calibrate™)
Power Pages	\$.35
Power Apps Edu	\$0 (included in af.mil & au.af.mil enterprise license)
Power Automate Edu	\$0 (included in af.mil & au.af.mil enterprise license)
Total	\$60.35

Return on Investment & Return on Experience

DAGGER can provide a statistically significant Return on Investment (ROI), supplemented and amplified by a measurably positive Return on Experience (ROX) that would convert into future financial benefits over time. To highlight the potential ROI/ROX benefits from implementing DAGGER or Calibrate™ the following example of a metric focused on active-duty pilots is provided:

ROI

The problem statement DAGGER attempted to solve was the high cost of aircraft incidents and accidents (AIA). To determine ROI, one would analyse the annual cost of AIA before and after the use of DAGGER/Calibrate™.

The Air Force Investigation Board Reports from 2019 to present list:

- 67 accidents
- 45 (67%) attributed to a failure to apply AFCs
- DAF cost: \$1.43B and 27 lives lost

This gives us an average cost of \$204M and 5 lives lost annually.

A one-off adaptation cost of \$10M for weThink's services for officers would pay for itself if it could generate a modest improvement in AIA of 5%, saving the DAF \$10.2M in year one, with ongoing cost savings year on year. This does not account for the potential for saved lives which is incalculable.

ROX

ROX is a way to measure potential intangible benefits from a positive experience. In this example, ROX could be measured through analyzing a change in the retention rates of pilots.

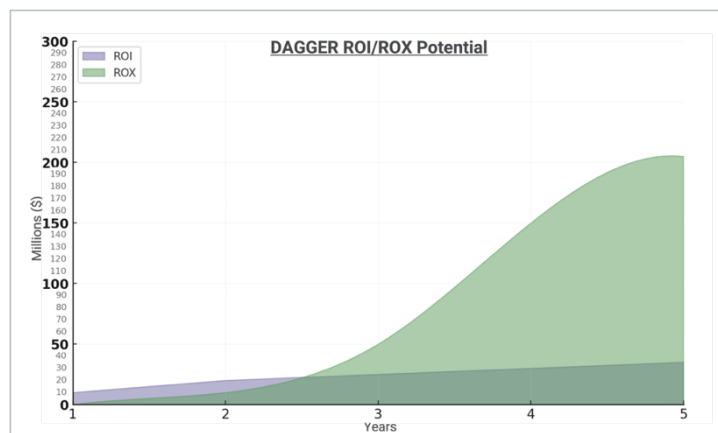
Research shows there are 12,500 active-duty pilots with an annual retention rate of 40%. The average cost of training new recruits, at the lowest estimate, is \$5M. Thus, the Air Force is incurring an average cost of \$37.5B over 2-3 years in training up circa 7,500 new recruits to counter the 60% attrition of existing pilots.

If pilots have a positive experience in engaging with Calibrate™, it has the potential to increase job satisfaction, loyalty to the Air Force, and overall productivity, which could lead to improved retention rates with potentially significant cost savings benefits.

Using the metrics above, a 1% retention rate increase—which equates to only 125 airmen out of 7,500 separating—would generate circa \$625M savings over 2-3 years of pilot training, or approximately \$205M annually.

The combination of the two above examples in ROI and ROX could potentially generate over \$215M+ in cost savings annually or, a 2050% ROI. This, notwithstanding the added benefits of lives saved through improved aircraft accident rates, higher productivity levels, and general job satisfaction.

The benefits are not guaranteed and would take time to appear. But, analyzing both ROI and ROX at regular intervals over a set period of time provides a nuanced/wholistic view of the financial benefits of weThink's solution with the potential to reveal tangible, measurable financial benefits.



REPORT ADDENDUM

DAF Opportunity

DAGGER addresses DAF's original problem statement; however, it was learned that DAF has larger goals for AFCs. There is an opportunity to leverage weThink's full suite of services for increased value to DAF.

DAGGER is Calibrate™ using a COTS video game as the team-based activity. Though not tested during this pilot, Calibrate has the capability to be scaffolded around any team-based activity in almost any environment (training or operational).

Calibrate is just one of a family of five services weThink provides that when used together appear to achieve all the DAF's aspirational goals for developing, assessing, and tracking AFCs then using that data to inform DAF's talent management processes. If proven effective, these services may also support the CSAF's intent to provide a way to measure and track AFCs informing suitability for positions of increased responsibility and AETC/CC's responsibilities within AFH 36-2647, *Competency Modeling*.

The full recommendation is to explore and pilot all five weThink services:

- **Calibrate** – Develops any of the 24 AFCs through assessing and tracking performance in team-based work samples (including DAGGER simulations) using self and peer evaluations.
- **Coach** – Integrated Artificial Intelligence function in Calibrate to monitor disparities between ratings and comments to guard against inflated ratings or ineffective feedback.
- **Certify** – Psychological and psychometric assessment using situational judgement tests to provide quantitative numeric values for any given Airman/Guardian for the 24 AFCs.
- **Compass** – Uses Calibrate and Certify data to inform the best competency-based career options for Airmen/Guardians.
- **Compose** – Uses Calibrate and Certify data to organize people into high performing teams where a team member's competence in their AFCs complements other team members by accounting for each other's strengths and weaknesses.

Potential Increased Value

As designed, the five services synergize to develop a participant's competencies through regular, reoccurring, predictable checkpoints throughout a career guarding against false ratings. They could provide periodic situational judgement tests to empirically measure current competency 'scores'; then, using those scores, determine the right career options to best suit the competency strengths and weaknesses of that participant. Further, they could be used to select the right team members with complementary competencies to make up critical leadership teams within organizations.

The combined services show potential to increase value by:

- Achieving all of the DAF's aspirational goals of using AFC data to inform career trajectory, ensure the right people are selected for positions of greater responsibility, and determine the right talent to retain.

- Providing psychometric assessments, a ‘best practice’ noted in AFH 36-2647, not currently achievable within current DAF processes/skillsets.

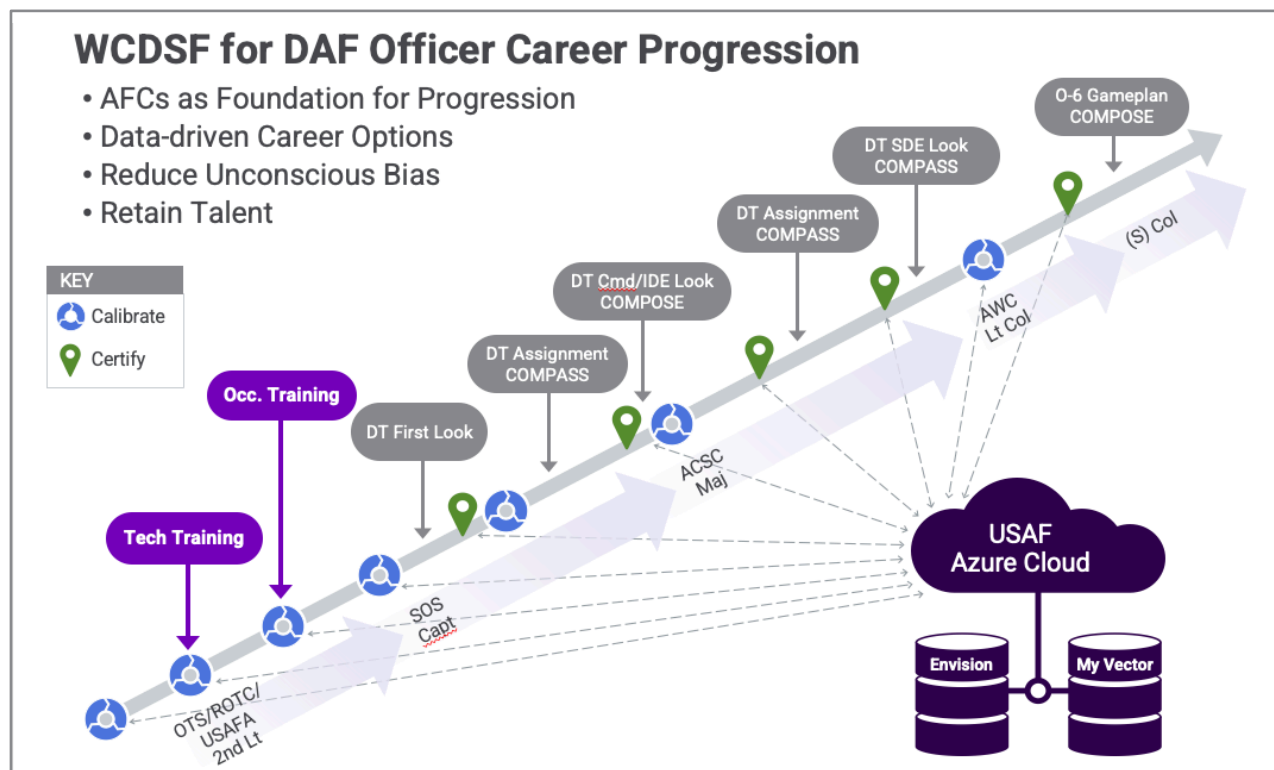
Further, Calibrate shows additional potential when used in team-based, occupational training and operational activities which could increase value by:

- Developing AFCs while simultaneously providing the benefit of the occupational training/operational scenario.
- Developing AFCs in formal training schools without need to alter pre-existing curriculum.

Potential Solution Design

DAF could choose to explore, test, and validate the additional weThink services of Coach, Certify, Compass & Compose, and place the collected data into an Airman/Guardian DAF Learning Record. Doing this would operationalize weThink’s full suite of services into a fully integrated Workforce Competency Development and Skills Framework (WCDSF).

The graphic below is a notional illustration of how this could be implemented.



NOTE: This graphic shows WCDSF for the DAF officer career track, but it could, just as easily, be applied to enlisted and civilians as well.

If successfully adapted, piloted, and validated, the WCDSF shown above could provide:

- Reoccurring, predictable Calibrate checkpoints in commissioning schools, technical training, and occupational training using Coach to guard against false ratings and create awareness, therefore, developing AFCs.
- Regular Certify checkpoints providing numeric scores for Development Teams (DTs) to understand the current competency levels for each officer. These scores can then be used with Compass to determine eligibility for developmental assignments, Command, Intermediate and Senior Developmental Education (IDE & SDE), and other opportunities.
- Current Certify scores for DTs with Compose to determine the best command teams.
- Current Certify scores for O-6 selects to determine the best talent to retain when creating the 'O-6 Gameplan'.

NOTE: This would require weThink's products in the Enlisted and Civilian Career Tracks as well to match officer, enlisted, and civilian leaders for greater effect.