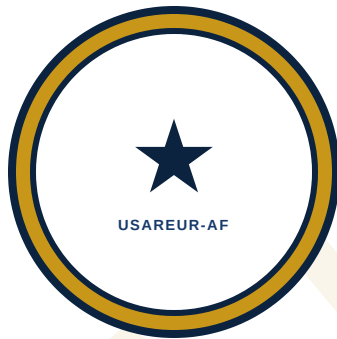


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SUCCESSOR PLANNING GUIDE

Maven Smart System (MSS) Training Program

HEADQUARTERS
UNITED STATES ARMY EUROPE AND AFRICA
(USAREUR-AF)
Wiesbaden, Germany

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SUCCESSOR PLANNING GUIDE

MAVEN SMART SYSTEM (MSS) TRAINING PROGRAM

USAREUR-AF Operational Data Team — C2DAO

Document	Successor Planning Guide
Proponent	USAREUR-AF C2DAO Training Division
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Review Cycle	Annual

SECTION 1 — PURPOSE

1-1. Purpose

This guide establishes succession planning procedures for the MSS Training Program's key positions. The C2DAO Training OIC is the single certification authority for all MSS instructors and the final approver for curriculum changes. Without a documented succession plan, this position represents a single point of failure for the entire training program.

1-2. Key Positions

Position	Current Authority	Risk if Vacant
C2DAO Training OIC	All instructor certifications, curriculum approval, SME designations, T&EO authority, program representation	Training program stops certifying instructors; no new courses approved; no SME designations issued
Senior Instructor(s)	Instructor certification (when designated), lesson plan approval, evaluator certification	New instructors cannot complete Phase 3-4; lesson plans stagnate

Position	Current Authority	Risk if Vacant
Master Instructor(s)	Senior Instructor certification, curriculum changes, delegation as certification authority	No backup for Training OIC; no Senior Instructor promotions

SECTION 2 — SUCCESSION FOR C2DAO TRAINING OIC

2-1. Delegation of Authority

When the C2DAO Training OIC is unavailable (TDY, leave, PCS transition, medical, vacancy):

Duration	Delegated To	Delegated Authorities
< 15 duty days	Designated Master Instructor	All Training OIC authorities except: creating new courses, changing prerequisite requirements, revoking certifications
15-60 duty days	Designated Master Instructor + C2DAO OIC written delegation	Full Training OIC authorities; delegation memorandum specifies scope and duration
> 60 duty days (vacancy)	Acting Training OIC designated by C2DAO Commander	Full Training OIC authorities; formal assumption of duties

2-2. Minimum Bench Depth Targets

To ensure continuity, the training program maintains:

Role	Minimum Target	Current Baseline
Master Instructor	2 (minimum 1 at home station when OIC is TDY)	Establish NLT Q2 FY27
Senior Instructor	3 (across at least 2 course levels each)	Establish NLT Q1 FY27
Certified Instructor	1 per course offered per quarter	Current state per Instructor Roster
Unit Data Trainer	1 per MSC (minimum)	Establish NLT Q4 FY26 aligned with MTT rotation

2-3. Training OIC Transition Checklist

When a Training OIC transition occurs (PCS, reassignment, retirement):

T-90 days (or upon notification of departure): - Identify successor candidate (Master Instructor preferred; Senior Instructor if no MI available) - Begin knowledge transfer: weekly 1-hour sessions covering program administration, ongoing initiatives, external relationships - Review and update Instructor Roster for accuracy - Ensure all pending certifications, observations, and SME reviews are completed or formally transferred

T-60 days: - Successor shadows Training OIC for at least 2 certification events (Phase 3 observation + Phase 4 certification) - Successor receives access to all training program administrative systems - Brief C2DAO Commander on transition status

T-30 days: - Successor conducts at least 1 certification event independently (Training OIC observes) - Draft transition memorandum documenting: open actions, pending reviews, upcoming course iterations, MTT schedule, known issues - Update Instructor Roster with successor designation

T-0 (departure): - Signed transition memorandum on file - Commander signs designation of new Training OIC (or Acting Training OIC) - Updated designation entered in Instructor Roster

SECTION 3 — INSTRUCTOR BENCH DEVELOPMENT

3-1. Cross-Certification Strategy

The training program's resilience depends on instructor depth across courses. The cross-certification strategy ensures no course depends on a single instructor.

Priority order for cross-certification: 1. SL 1 and SL 2 — highest volume, most frequent delivery; every instructor should be certified for at least one of these 2. SL 3 — gateway to all SL 4 tracks; at least 2 certified instructors at all times 3. SL 4 WFF tracks (A-F) — cross-certify by adjacent WFF where domain expertise permits 4. SL 4/SL 5 specialist tracks (G-M) — cross-certification limited by domain expertise; prioritize the most frequently delivered tracks

Annual cross-certification target: Each instructor adds at least 1 cross-certification per year until certified for 3+ courses.

3-2. Senior Instructor Pipeline

The Training OIC maintains a Senior Instructor development pipeline:

1. Identify instructor candidates with 6+ months certification and 2+ iterations delivered
2. Assign mentoring responsibilities (supervise at least 1 Phase 2 candidate)
3. Prioritize observation of these candidates during annual observations
4. At 12 months + 4 iterations, initiate Senior Instructor recommendation review

Target: at least 1 new Senior Instructor candidate in the pipeline at all times.

3-3. Master Instructor Pipeline

The Training OIC identifies Master Instructor candidates from the Senior Instructor pool:

1. Senior Instructors with 18+ months in grade and 2+ cross-certifications enter consideration
2. Assign curriculum development responsibility (author or substantially revise 1 lesson plan)
3. Assign mentoring load (mentor at least 2 instructor candidates)
4. At 24 months as Senior, initiate Master Instructor designation review

Target: at least 1 Master Instructor candidate in the pipeline at all times.

SECTION 4 — UNIT DATA TRAINER SUCCESSION

4-1. UDT Turnover Planning

Military units experience frequent personnel turnover (PCS, ETS, reassignment). UDT succession must account for this:

Trigger	Action	Timeline
UDT receives PCS orders	Unit commander nominates replacement for next T3-F iteration	NLT 60 days before departure
UDT changes duty position	Unit commander assesses whether new position retains training responsibilities; if not, nominates replacement	Within 30 days
UDT designation lapses	Unit commander nominates replacement or requests reinstatement	Within 30 days
New MSC established or reorganized	MSC commander nominates UDT candidate	Aligned with next MTT visit

4-2. Overlap Period

When possible, the outgoing UDT and incoming UDT candidate should overlap for at least 1 SL 1 iteration: - Incoming candidate observes outgoing UDT deliver SL 1 - Outgoing UDT provides local knowledge transfer (classroom setup, access procedures, unit-specific scheduling) - This overlap does not replace T3-F certification — the incoming candidate must still complete T3-F

SECTION 5 — ANNUAL SUCCESSION REVIEW

5-1. Review Process

The C2DAO Training OIC conducts an annual succession review (recommended: October, aligned with second PD session):

1. Review Instructor Roster for bench depth against targets in §2-2
2. Identify single-instructor courses (courses with only 1 certified instructor)
3. Review Senior and Master Instructor pipelines
4. Review UDT coverage by MSC
5. Identify risk areas and develop mitigation plan
6. Brief C2DAO Commander on succession posture

5-2. Succession Posture Report

The annual review produces a brief succession posture summary:

Area	Green	Amber	Red
Training OIC succession	Master Instructor designated; transition plan current	Senior Instructor identified; no Master Instructor	No identified successor
Instructor bench depth	All courses covered by 2+ instructors	1-2 courses single-instructor	3+ courses single-instructor
Senior Instructor pipeline	1+ candidates meeting timeline	Candidates identified but not on timeline	No candidates
Master Instructor pipeline	1+ candidates meeting timeline	Candidates identified but not on timeline	No candidates
UDT coverage	1+ UDT per MSC	50-99% MSC coverage	< 50% MSC coverage

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