Logistics Workforce Development

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Overview

- Workforce Snapshot
- Workforce Development
- Near Term Focus
- Long Term Focus

➢ ACTION: Concur with AF Logistics Human Capital Strategy

Fly – Fight – Win
## DoD Acquisition Workforce: Size Comparison

<table>
<thead>
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<th>Civilians</th>
<th>Military</th>
<th>TOTAL</th>
<th>%</th>
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<td><strong>Air Force</strong></td>
<td>15550</td>
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<td><strong>Army</strong></td>
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</table>

*DoD 5000.52 Definition*

*Fly – Fight – Win*
AF Total Acquisition Workforce: Career Categories

S & T, PM and Contracting
~ 70%

Data Source: EOY FY 2007 MPES UMD

Fly – Fight – Win
Logistics Workforce Snapshot

- 138,889 - Total Force (Active Duty & Civilian)
  - Officer – 3,057
  - Enlisted – 94,724
  - Civilian – 41,107

- Specialties
  - Officer – 4
  - Enlisted – 41
  - Civilian Job Series – 204

Largest Functional Community in the Air Force

Fly – Fight – Win
Near Term Focus

- Log Transformation Initiatives (ECSS, GLSC, RET, Wing Reorg) present opportunities to change force development focus
  - End-to-end business process environment vice functional
  - Maintenance & Log Readiness must grow to Logisticians – Development Team’s role to manage/vector

- Enlisted AFSC Consolidation (FY91 to Present) - focused on developing multi-skilled, process focused airmen
  - Maintenance - 40 to 29 (21 by 2009)
  - LogR - 19 to 12 (11 by 2011)

- Training Enterprise 2010
  - Maintenance training is too expensive for current constrained budgets
  - Eliminate duplication in training, refocus formal training on maintenance fundamentals and infuse technology throughout the training process

- Life Cycle Logistics Workforce Rejuvenation
  - LCL workforce insufficient to meet D&SWS requirements
  - AFSO21 tiger team scoped problem, developed improvement strategies, will brief HQ AFMC/CA 14 April for approval to continue
Certification Rate
Total Acquisition Workforce

Data Source: EOFY 2007 5000.55

Fly – Fight – Win
Certification Rate
Total Acquisition Workforce

AF Goal: 80%

Population 24,183
% Adequately Certified: 59.4%
Source: FY07 4Qtr 5000.55 data

Data Source: EOFY 2007 5000.55

Fly – Fight – Win
Civilian Strategic/Senior Roadmap

Approx Developmental Range: 20-30 Years
(GS-15/NSPS equivalent - SES)

Fly – Fight – Win

TRAINING & CERTIFICATION
- AFSLMO Leadership Courses
- OPM ((Management Development Centers/Federal Executive Institute) Executive/Strategic Leadership Courses
- Membership in GS-15 Leadership Development Program (Civ Only)
- APDP Certification (as appropriate)
- 20 Continuous Learning Pts/2 yrs
- AFIT Log 499 or 432
- Senior or Master Logistics Credentialing (and in other functional area)

EXPERIENCE
- Leadership/Command at HAF/SAF, OSD, MAJCOM, Center, Wing, Group
- Senior Leadership/Various Acquisition Types (Systems, R&D, Specialized, etc)
- Leadership in other Services, Agencies, or Private Industry
- Key Logistics Leadership Position
- For Life-Cycle Log – min 4 yr coded position

EDUCATION
- 24 Semester Hours in Business, Logistics or Industrial Mgt
- Senior Development Education
- Master’s Degree
- CDE/CCDP Academic Program

SHARING KNOWLEDGE OF TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES
- Mentor Junior Personnel (Mil & Civ)
- Develop/Teach Training Courses
- Speak at Seminars/Symposiums
- Acquisition Corps Membership
- Take Opportunities at the DoD Level to Share the Air Force Logistics Perspective

DEVELOPING ENDURING COMPETENCIES
- Shape Air Force Strategy & Direction
- Create and Demonstrate Vision
- Command Organizational & Mission Success thru Enterprise Integration & Resource Stewardship
- Embrace Change & Transformation
- Drive Execution
- Attract, Develop & Retain Talent

DEVELOPING STRATEGIC LEVEL BUSINESS SKILLS
- Develop & Communicate Vision
- Develop/Implement Strategic Policies & Procedures
- Provide Leadership on Complex Logistics Strategies
- Implement Budgetary & Legislative Policy
- Manage Strategic Supplier Interface

DEVELOPING LEADERSHIP SKILLS
- Lead People/Continuous Improvement
- Results Driven
- Develop Business Acumen
- Build Coalitions/Communications
- Create & Demonstrate Vision
- Joint Warfighter Perspective
- Geo-Political Awareness
- Think & Work Across Borders
Logistics Workforce Goals/Objectives

- Total Force: Integrate Civilian and Military FD as much as practical
- Requirements-based: Proper balance of functional experts, multi-skilled, and “enterprise” logisticians
- Focus: Develop “enterprise” logisticians via workforce training and development activities
- Responsive: Ensure logistics workforce is optimal (size/skill sets) to meet mission needs

ACTION: Concur with AF Logistics Human Capital Strategy

Fly – Fight – Win
BACKUP SLIDES
Human Capital Strategy Workforce Categories

**Supply Management**
Includes procurement to disposal of defense system material, and integration of multi-material sources & processes to meet warfighter requirements. 

Approximately 13% of Total Current Civilian Logistics Workforce

**Deployment/Distribution/Transportation**
Defined as transportation, packaging, cargo scheduling, & dispatching of materials, support services, & personnel in response to customer requirements to move & sustain the force. 

Approximately 15% of Total Current Civilian Logistics Workforce

**Life Cycle Logistics**
Defined as the planning, development, implementation, & mgmt of a comprehensive, affordable, & effective sys support strategy. 

Approximately 12% of Total Current Civilian Logistics Workforce

**Lifecycle Logistics Workforce**

**Maintenance Support**
Includes planning & executing maintenance, both scheduled & unscheduled, to defense system/equipment. 

Approximately 60% of Total Current Civilian Logistics Workforce

AF Civilian Log Community = 204 Job Series & 41,000+ People

Fly – Fight – Win
Requirement - develop a large, diverse workforce with responsibilities ranging from Flight Line to Factory

3 Air Force Core Processes supported
- Maintenance, Supply and Combat Support
- Mission Generation
- Supply & Maintenance Network Configuration

Historically focused on occupational development of functional specialties
- Some cross-functional (Mx, LogR, LCL) but not deliberate or pervasive
- Haven’t had forcing function like DAWIA to integrate

Business imperatives of future logistics environment require development approach that is:
- Competency based
- Drives Proficiency in multiple logistics functions
- Develops Mil & Civ Logisticians with Broad experience
  - Wing, MAJCOM, HAF, Joint, OSD, DOD Agencies, Interagency
AF Logistics Workforce

Past
- Developed/trained through occupational and functional stove pipes
- Position/Series/AFSC-focused

Future
- Competency based
- Proficiency in multiple logistics functions
- Broad experience
  - Wing/base, MAJCOM, Air Staff, Joint, DOD
  - Mil/civ ‘interchangeable’ for maximum flexibility

Fly – Fight – Win
OPERATIONAL/INTERMEDIATE ROADMAP

Approx Developmental Range: 10-20 Years (GS-12-15) or NSPS Equivalent

DEVELOPING OPERATIONAL TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES
Develop deeper and more cross-functional professional competencies in:
- Industrial/Production Management
- Material Management Process
- Weapon System/Program Mgt
- Staff Support skills
- Technical/Engineering Skills
- Information System Knowledge
- Acquisition Corps Eligibility

DEVELOPING ENDURING COMPETENCIES
- Drive Performance through Shared Vision, Values & Accountability
- Influence through Win/Win Solutions
- Mentor/Coach for Growth & Success
- Partner to Maximize Results
- Apply Resource Stewardship
- Integrate Systems

DEVELOPING OPERATIONAL LEVEL BUSINESS SKILLS
- Defense Business Base
- E-Business Capability/Functionality
- Other Functional Areas (Program Mgt, Budget, Contracting, etc.)
- Improving Industry Interface
- Ensure Compliance with Budget & Legislative Policy
- IT Collaboration Tools

DEVELOPING LEADERSHIP SKILLS
- Lead People/Teams/Organization
- Drive Continuous Improvement
- Inspire, Empower & Exercise Authority
- Translate Strategy
- Drive Execution
- Attract, Develop & Retain Talent
- Foster Professional Competency

TRAINING & CERTIFICATION
- DAU Acquisition Courses (300 level)
- OPM Leadership Courses
- APDP Certification (as appropriate)
- Advanced communication course/seminar
- 20 Continuous Learning Pts/2 yrs
- Professional Certifications
- ALROC, MOIC ILRO or equiv
- AFIT Log 299 or 399
- Journeyman or Senior Level Logistics Credentialing (and in another functional area)

EXPERIENCE
- Program/Project Manager
- Experience in two or more org levels: MAJCOM, SPO, ALC, HQ or Joint
- Leadership Squadron/Group/SPO,Wing
- Career Broadening, cross-functional or EWI
- For Life-Cycle Log – min 2 yr coded position

EDUCATION
- 24 Semester Hours in Business, Logistics or Industrial Mgt
- Bachelor’s or Master’s Degree
- Program/Professional Civilian Education
- CDE/CCDP Academic Program

Fly – Fight – Win
Civilian Logistic Advisory Council (LAC)

Overarching Objectives

- Develop cadre of Senior Air Force logisticians ready to assume Senior Executive Service level positions

- Oversee development of all logisticians skilled in workforce categories

- Develop the requirements for the accession, recruitment, competencies and credentials for logistics positions

- Analyze and assess the career field demographics and make recommendations to fill identified gaps

- Recommend policy and plans for training/education, civilian development plans (CDPs) and experimental programs for logistics positions

- Vector the Logistics civilian workforce individuals based on CDPs and approved Career Field Education & Training Plan (CFETP) Templates.
LCL Workforce Rejuvenation Project

- Fall 07 - AFMC/CA tasker to “Evaluate the Health of the Acquisition Logistics Workforce”

- Feb 08 - A3 AFSO21 event held to Develop a “right sized” LCL (Acq Log) Workforce w/competencies & skills necessary to translate warfighter performance requirements into tailored, affordable, effective product support spanning the entire system life cycle
  - Reps from AFMC, Air Staff, ALCs, Product Centers, DAU, AFIT & OSD scoped the problem & recommended COAs
  - Problems were broken out into six categories
    - Culture
    - Processes & Tools
    - Policy
    - Workforce Development
    - Other
    - Organization

- HQ AFMC/CA’s adoption of A3 findings will result in the creation of a strategic plan to accomplish rejuvenation of the LCL (Acq Log) Workforce
AF Mx Demographics
-- Mil AFSCs & Civ Series

MILITARY – 72,955

CIVILIAN – 22,828

Fly – Fight – Win
AF LogR Demographics
--Mil AFSCs & Civ Series

MILITARY – 24,827

CIVILIAN – 18,279

Fly – Fight – Win
Civilian Maintenance & Logistics -- Size & Scope

- Total MX/LOG Force
  - 46,635

- WG - 56% of workforce
  - WG 02 thru 10 - 67%

- GS 09 –15
  - 26% of workforce

- YA 01 - YF 02
  - 12% of workforce

Fly – Fight – Win
Civilian Logistical Career Path

Fly – Fight – Win
Military (21A) Career Path

Fly – Fight – Win

need to develop O-6s with a broad sense of logistics (Supply Chain, Prg Mgt, Depot Mx, Distribution, Acft/Muns Mx etc.)
Military (21M) Career Path

Fly – Fight – Win
21R Career Path
--Military

Fly – Fight – Win