

Headquarters U.S. Air Force

Fly – Fight – Win

Logistics Workforce Development



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14 Mar 08**



Overview

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

➤ ***ACTION: Concur with AF Logistics Human Capital Strategy***



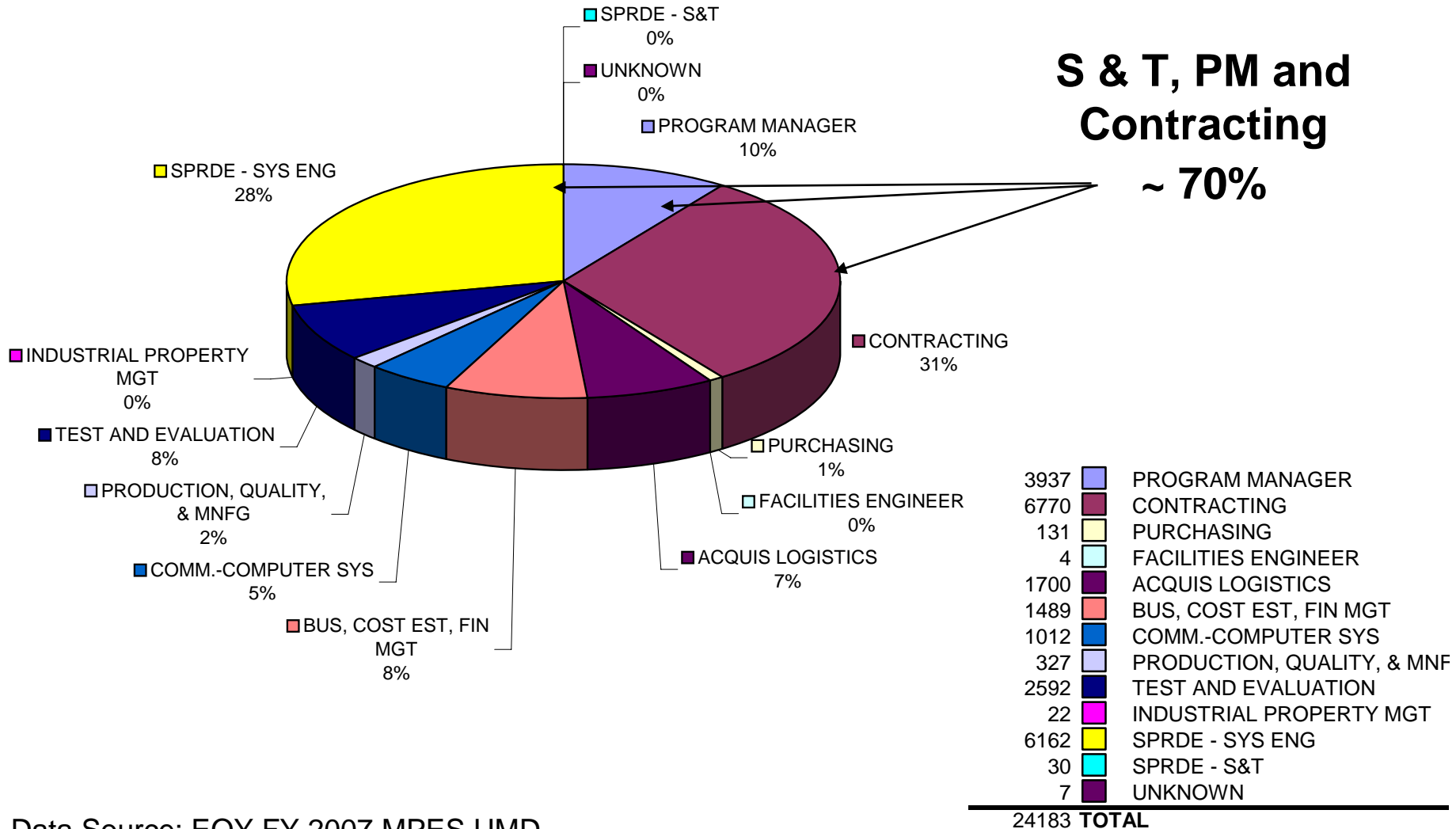
DoD Acquisition Workforce: Size Comparison

	Civilians	Military	TOTAL	%
<i>Air Force</i>	15550	8633	24183	19.2
Army	43553	1519	45072	35.9
Navy	36467	4218	40685	32.4
Other DoD*	15763		15763	12.5

DoD 5000.52 Definition



AF Total Acquisition Workforce: Career Categories



Data Source: EOY FY 2007 MPES UMD

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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



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)**

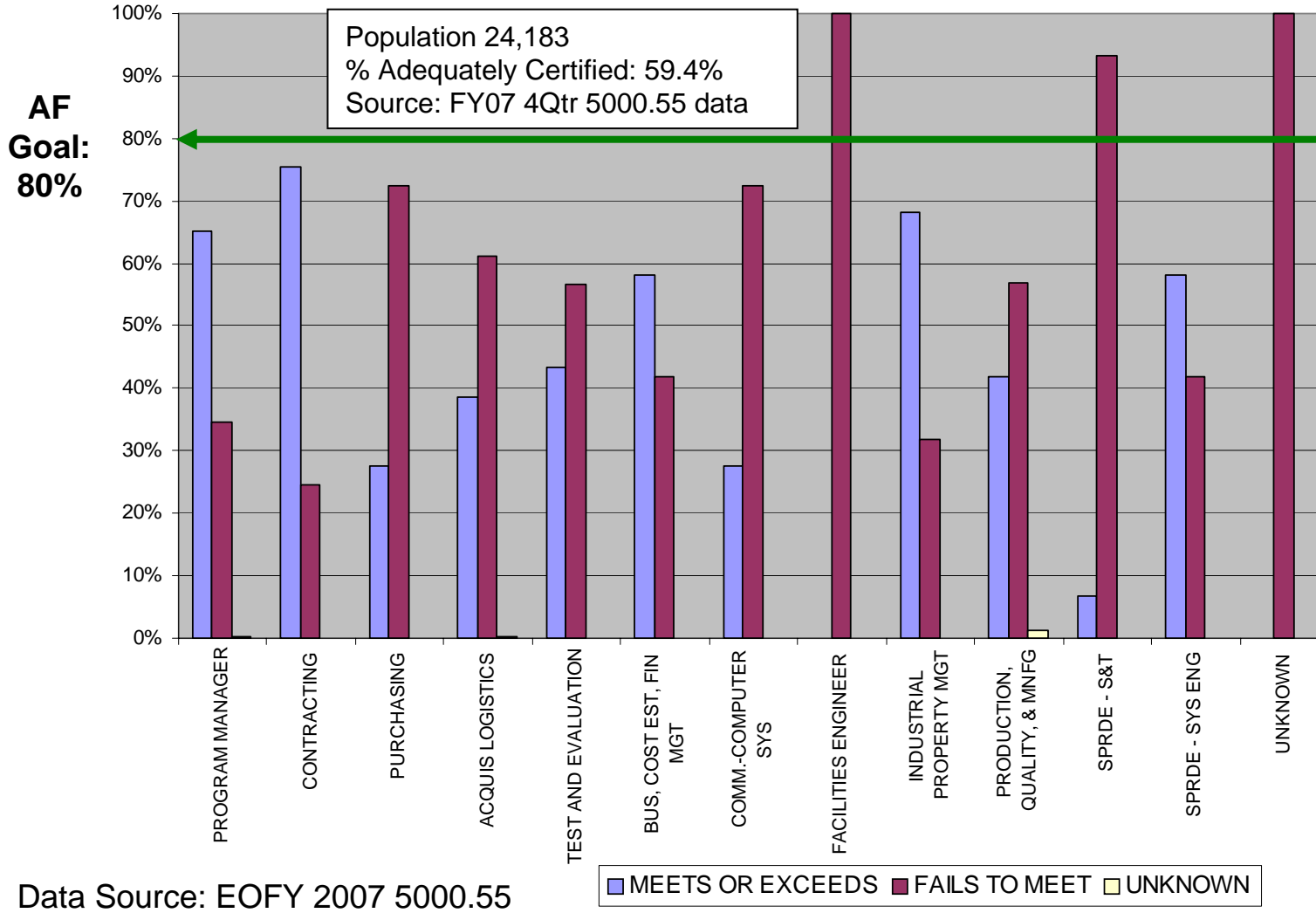
- **Training Enterprise 2010**
 - **Maintenance training is too expensive for current constrained budgets**
 - **Eliminate duplication in training, refocus formal training on maintenance fundamentals and infuse technology throughout the training process**

- **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

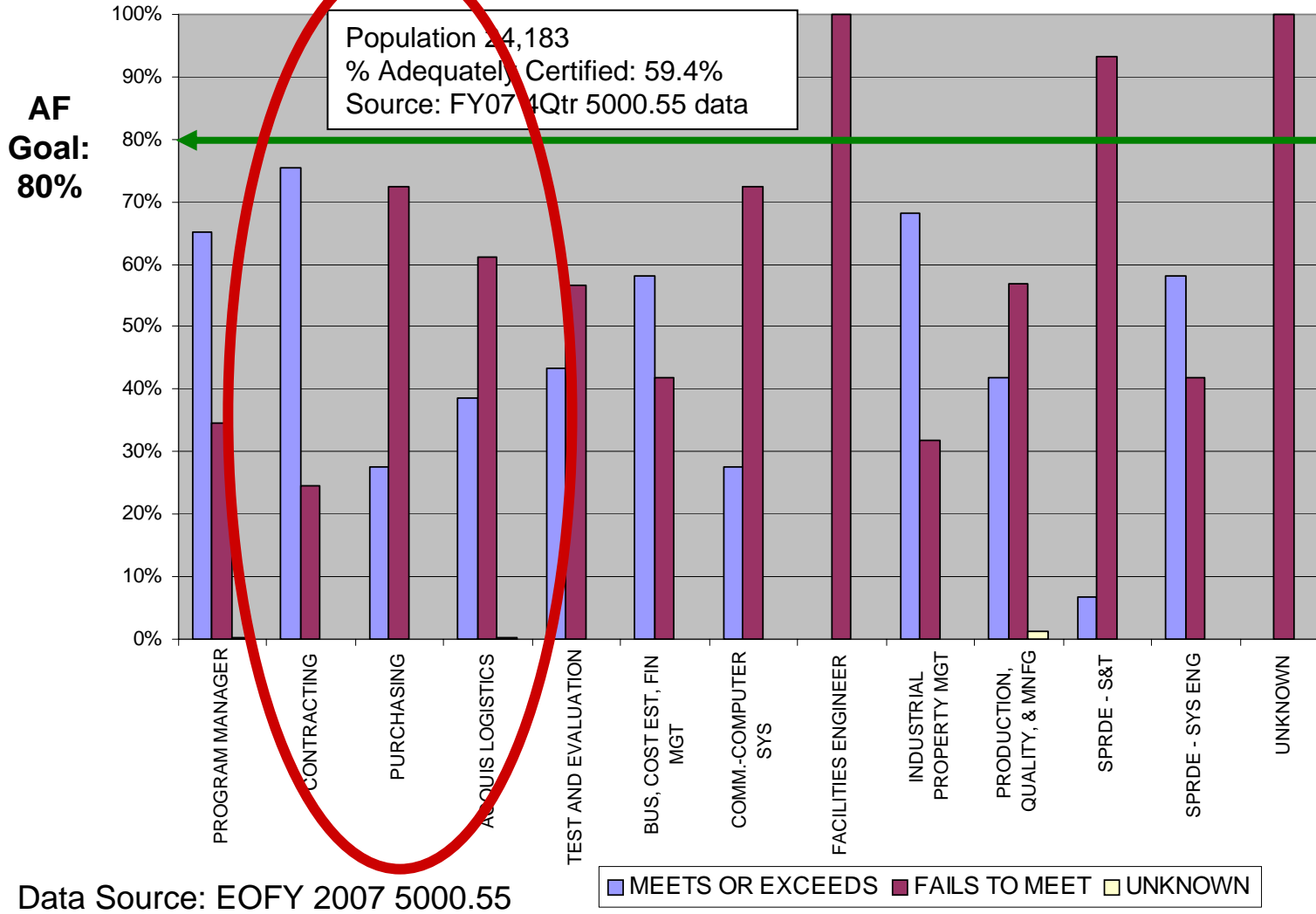
Total Acquisition Workforce





Certification Rate

Total Acquisition Workforce



Data Source: EOFY 2007 5000.55



Civilian Strategic/Senior Roadmap

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

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

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)

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

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



Summary

- **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***



BACKUP SLIDES



Human Capital Strategy Workforce Categories

Supply Management

Includes procurement to disposal of defense sys material, and integration of multi-material sources & processes to meet warfighter requirements

Approximately 13% of
Total Current
Civilian Logistics Workforce

#4
Supply
Management

Lifecycle
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

#1
Life Cycle
Logistics

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

#3
Deployment/
Distribution/
Transportation

#2
Maintenance
Support

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

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Workforce Development

- 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**



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

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)

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

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

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TACTICAL/BASIC ROADMAP

Approx Developmental Range: 0-10 Years (GS-5-11 or NSPS Equiv)

DEVELOPING TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES

- Production Management
- Material Management Process
- Weapon System/Program Mgt
- Staff Support skills
- Technical/Engineering Skills
- Industrial Management
- Information System Knowledge
 - Data Base Systems
 - Other Tools & Methods (I.e., Lean)

DEVELOPING ENDURING COMPETENCIES

- Exercise Sound Judgment
- Adapt and Perform Under Pressure
- Inspire Trust
- Lead Courageously
- Foster Effective Communication
- Assess Self

TRAINING & CERTIFICATION

- Basic Leadership Dev courses
 - ASBC, SOS, NCOA or equiv
- Basic Functional courses & OJT
- APDP Certification (as appropriate)
- AFIT Log 199
- AMOC or Basic LRO course or OTA or equiv
- 20 Continuous Learning Points (as appropriate)
- Professional Certifications
- Logistics Credentialing (as appropriate)

DEVELOPING GENERAL BUSINESS SKILLS

- Communication Capabilities
- Risk Management
- Customer Service
- Financial/Budget Analysis
- Interface with Other Services & Agencies
- Industry Interface-Negotiations and Problem Solving
- Familiarity with Other Functional Areas

DEVELOPING LEADERSHIP SKILLS

- Followership
- Demonstrate tenacity
- Embrace change/transformation
- Foster teamwork & collaboration
- Build Relationships
- Mentoring

EXPERIENCE

- Min 3-5 yrs in primary Logistics career field
- Experience in two logistics functions
- Lead Teams, Flight Level or equiv
- For Life Cycle Log – min 1 yr coded position
- Business skills as identified by AF mission & need

EDUCATION

- 24 Semester Hours in Business, Logistics or Industrial Mgt
- Bachelor's Degree
- Basic Development Education (BDE)



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.



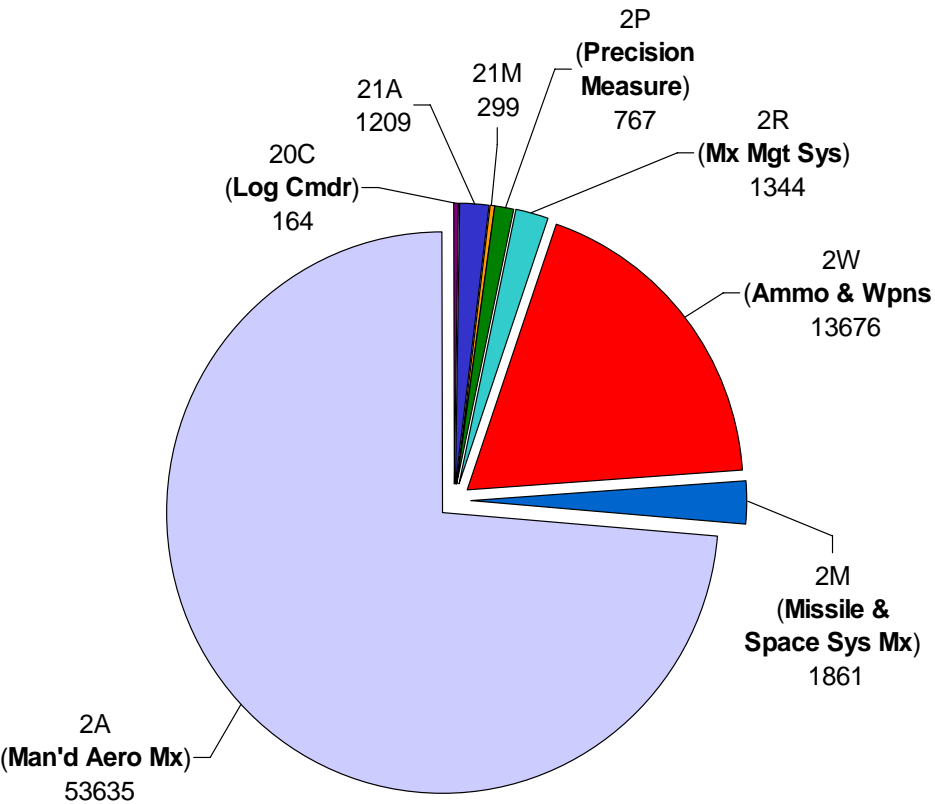
LCL Workforce Rejuvenation Project

- 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
 - Policy
 - Other
 - Processes & Tools
 - Workforce Development
 - 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



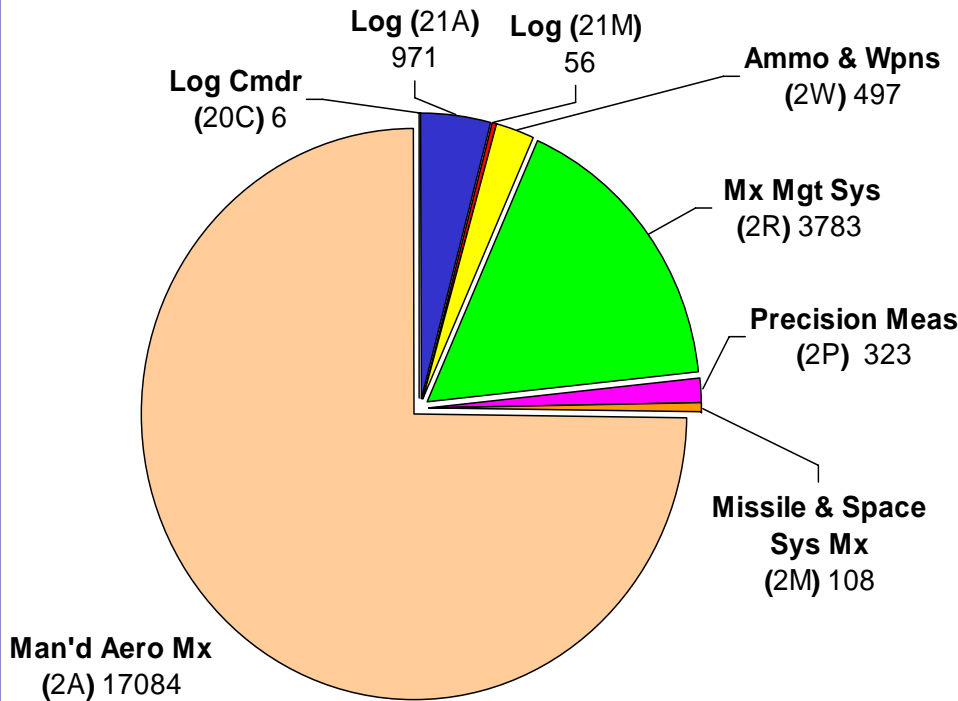
AF Mx Demographics -- Mil AFSCs & Civ Series

MILITARY – 72,955



AD Authorized

CIVILIAN – 22,828



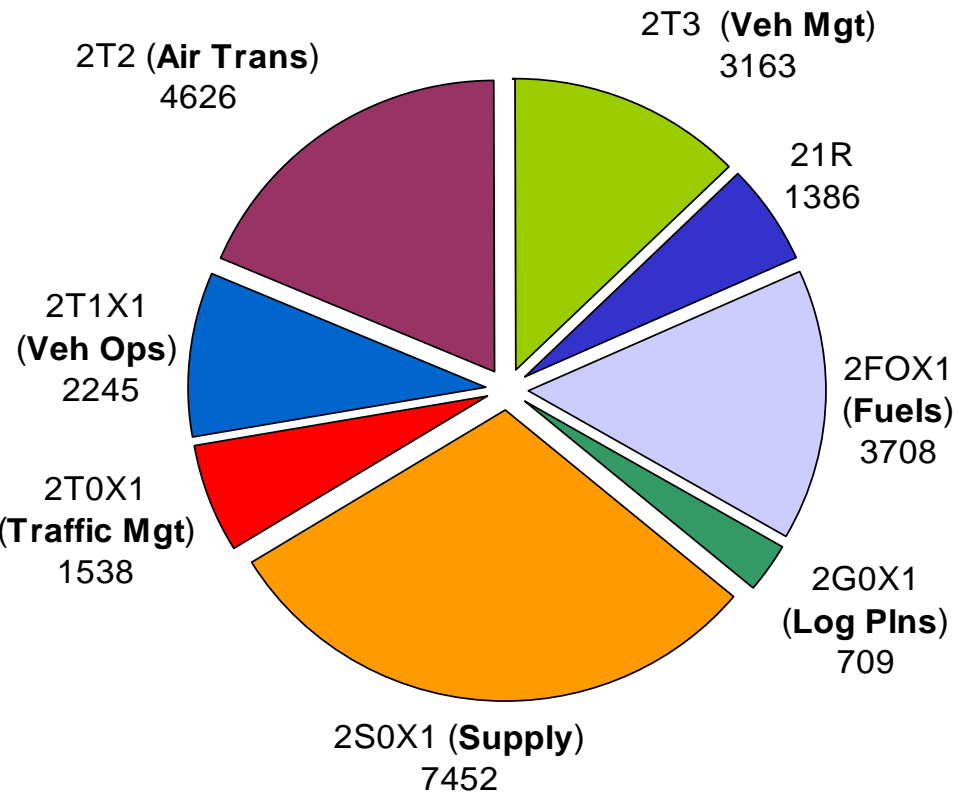
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AF LogR Demographics

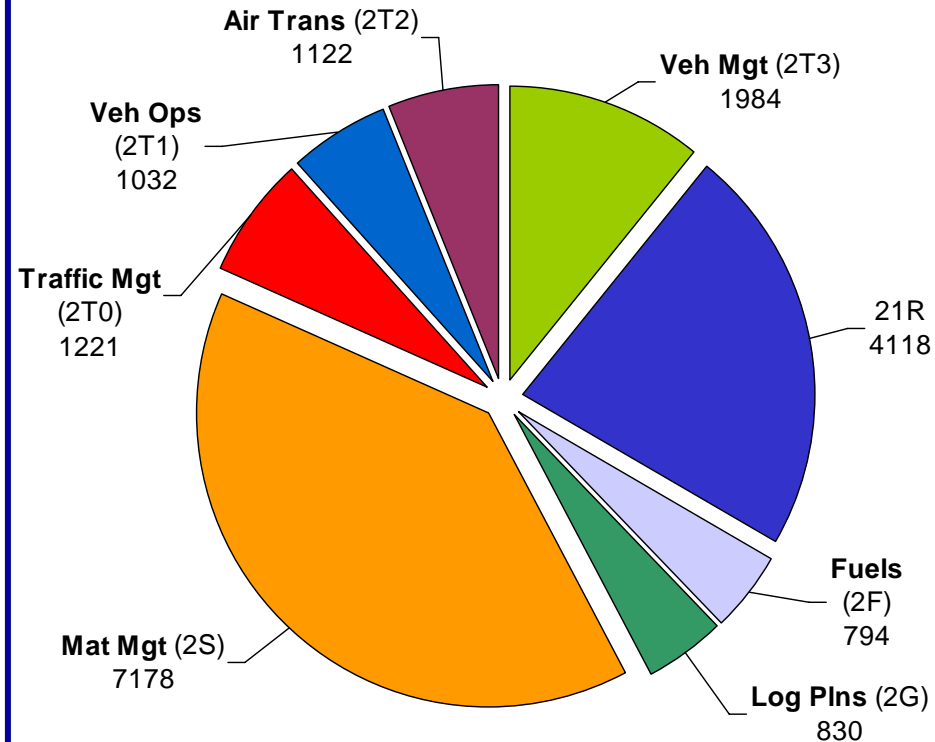
--Mil AFSCs & Civ Series

MILITARY – 24,827



AD Authorized

CIVILIAN – 18,279



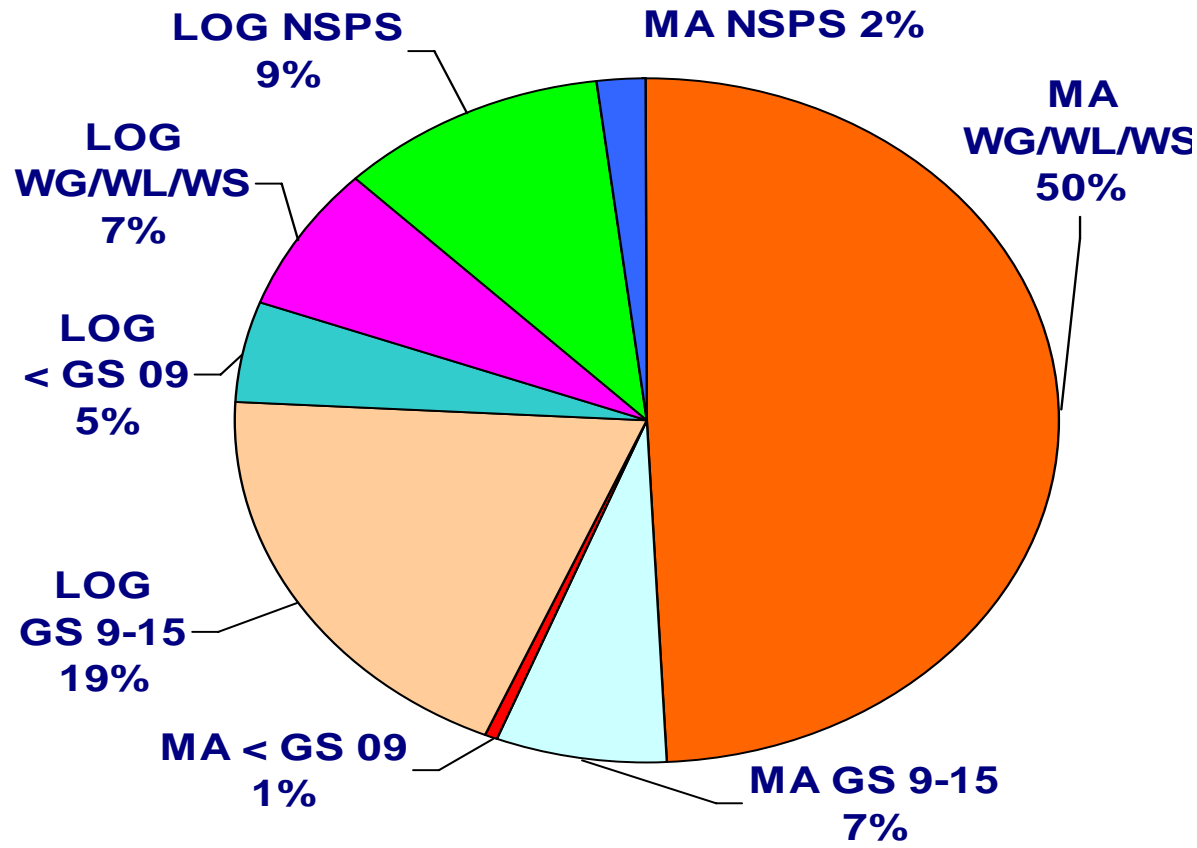
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Civilian Maintenance & Logistics

-- Size & Scope

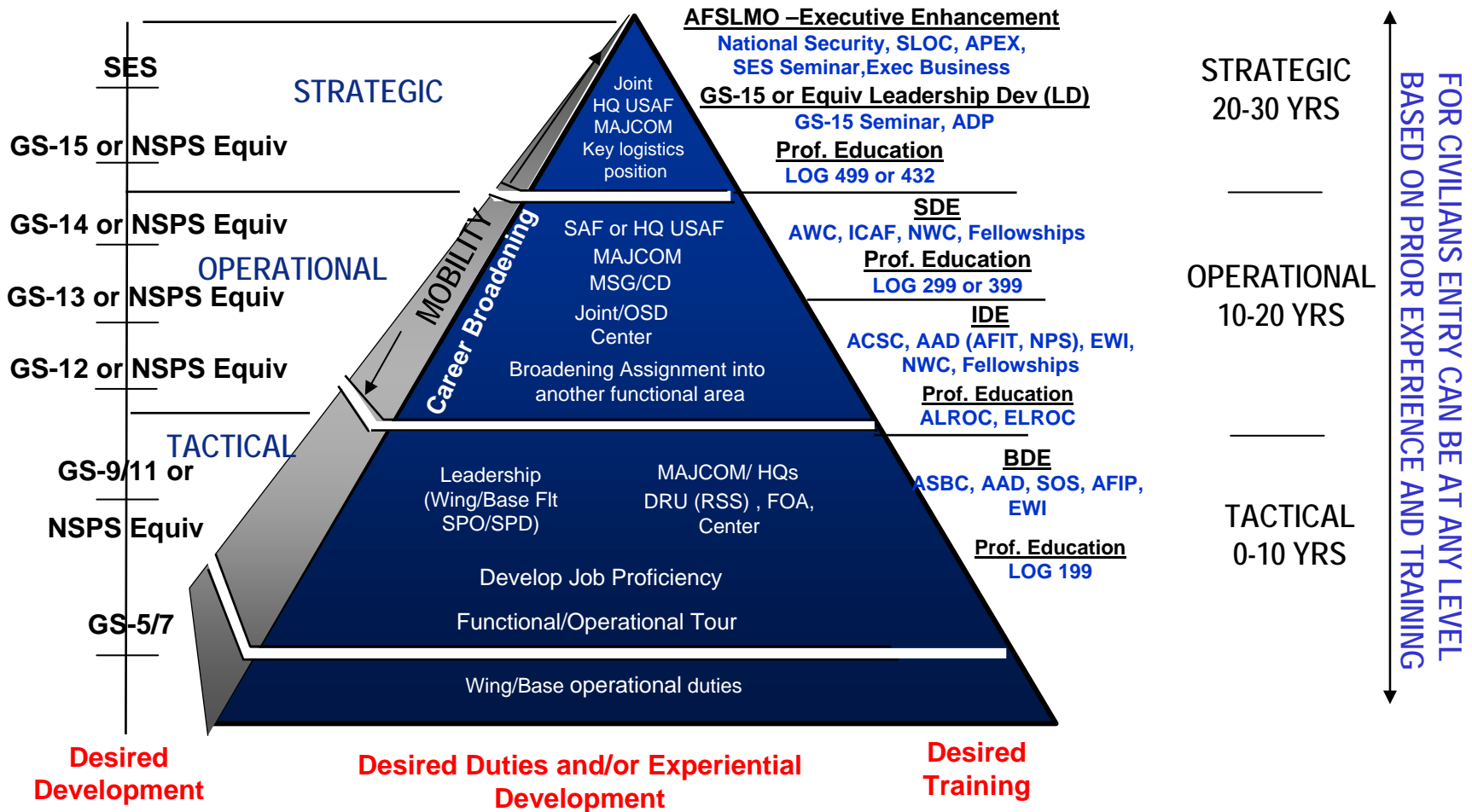
- Total MX/LOG Force
 - 46,635
- WG - 56% of workforce
 - WG 02 thru 10 - 67%
- GS 09 –15
 - 26% of workforce
- YA 01 - YF 02
 - 12% of workforce



As of 1 Oct 07
Update

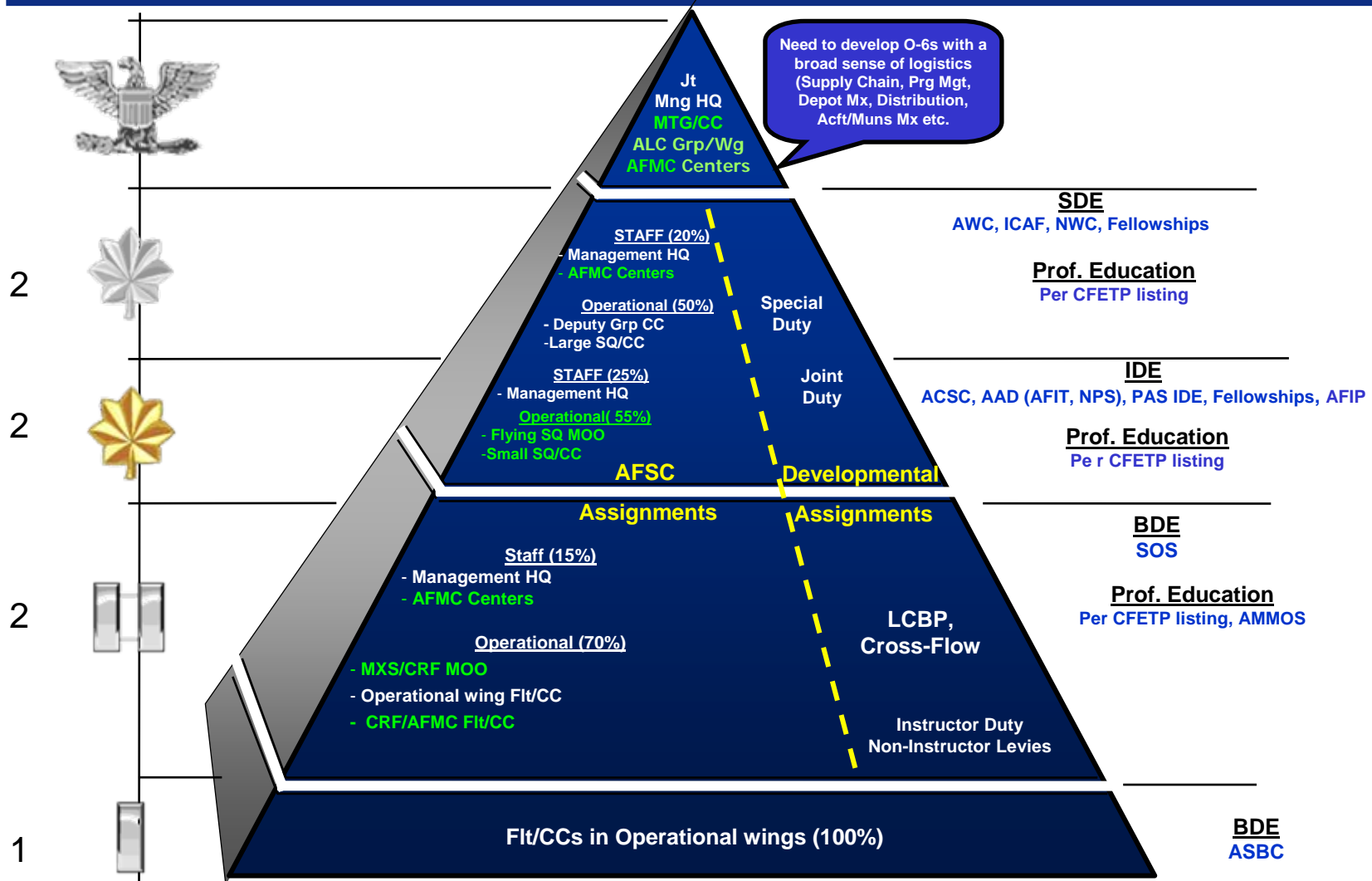


Civilian Logistician Career Path





Military (21A) Career Path

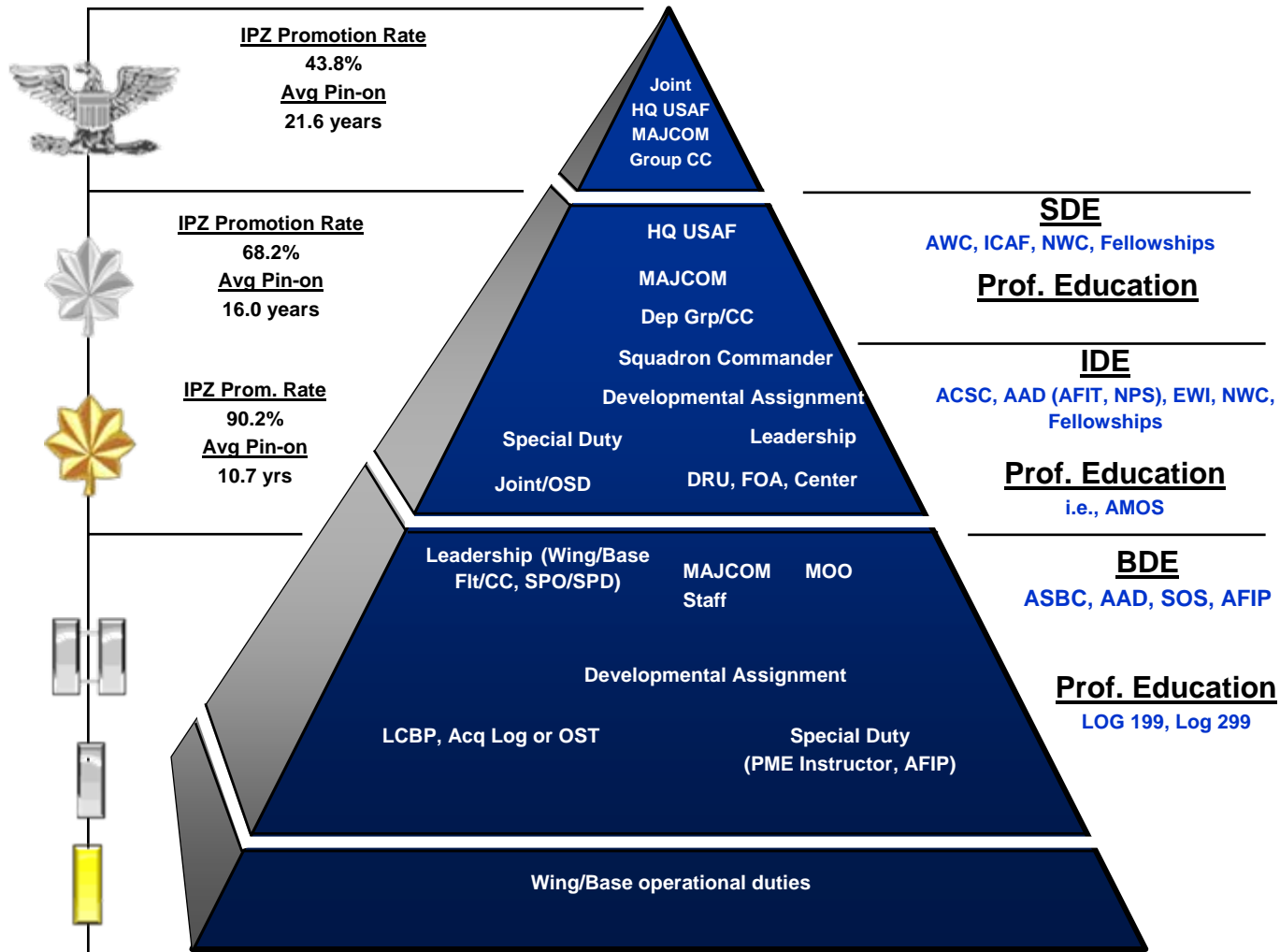


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[Return](#)



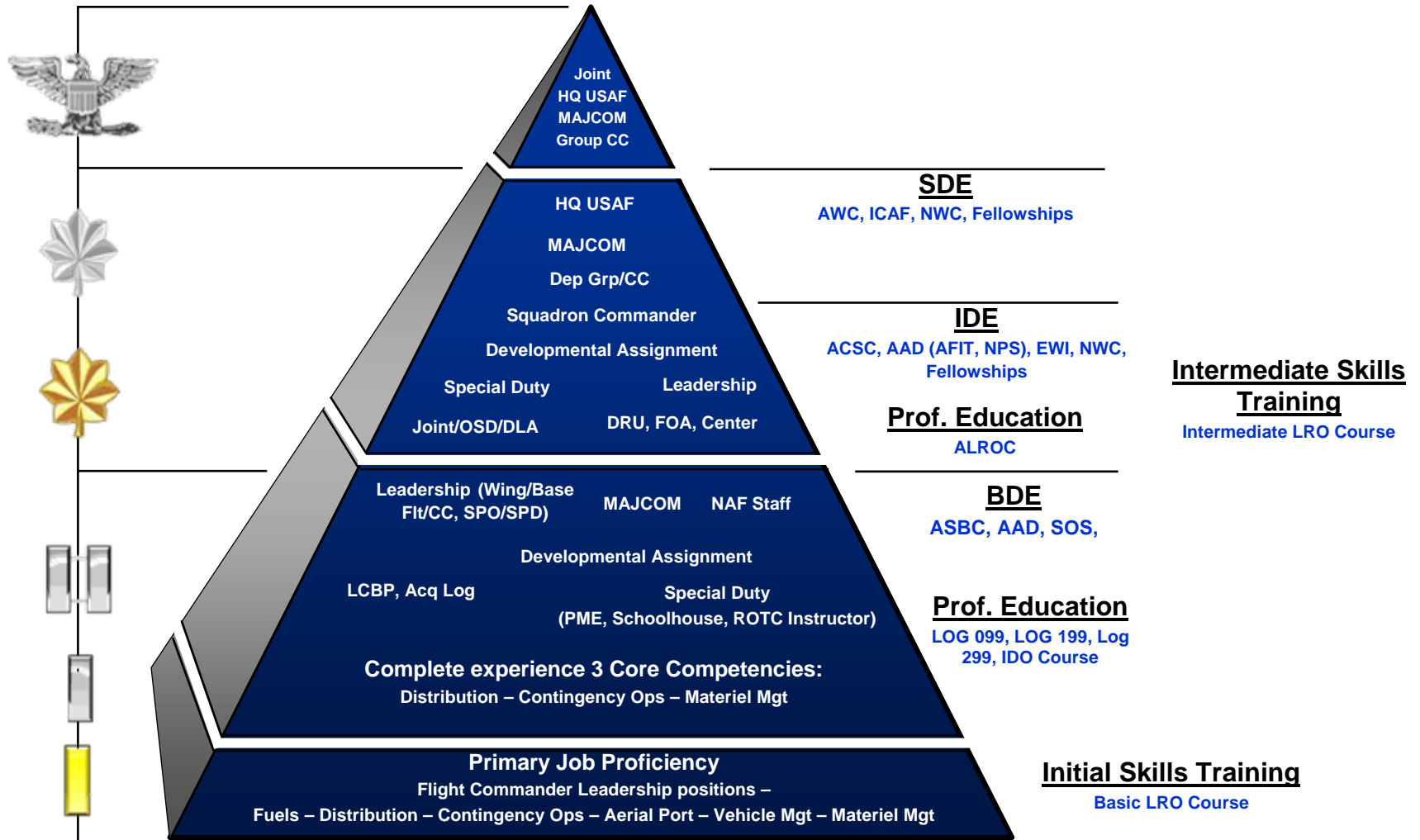
Military (21M) Career Path



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21R Career Path --Military



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