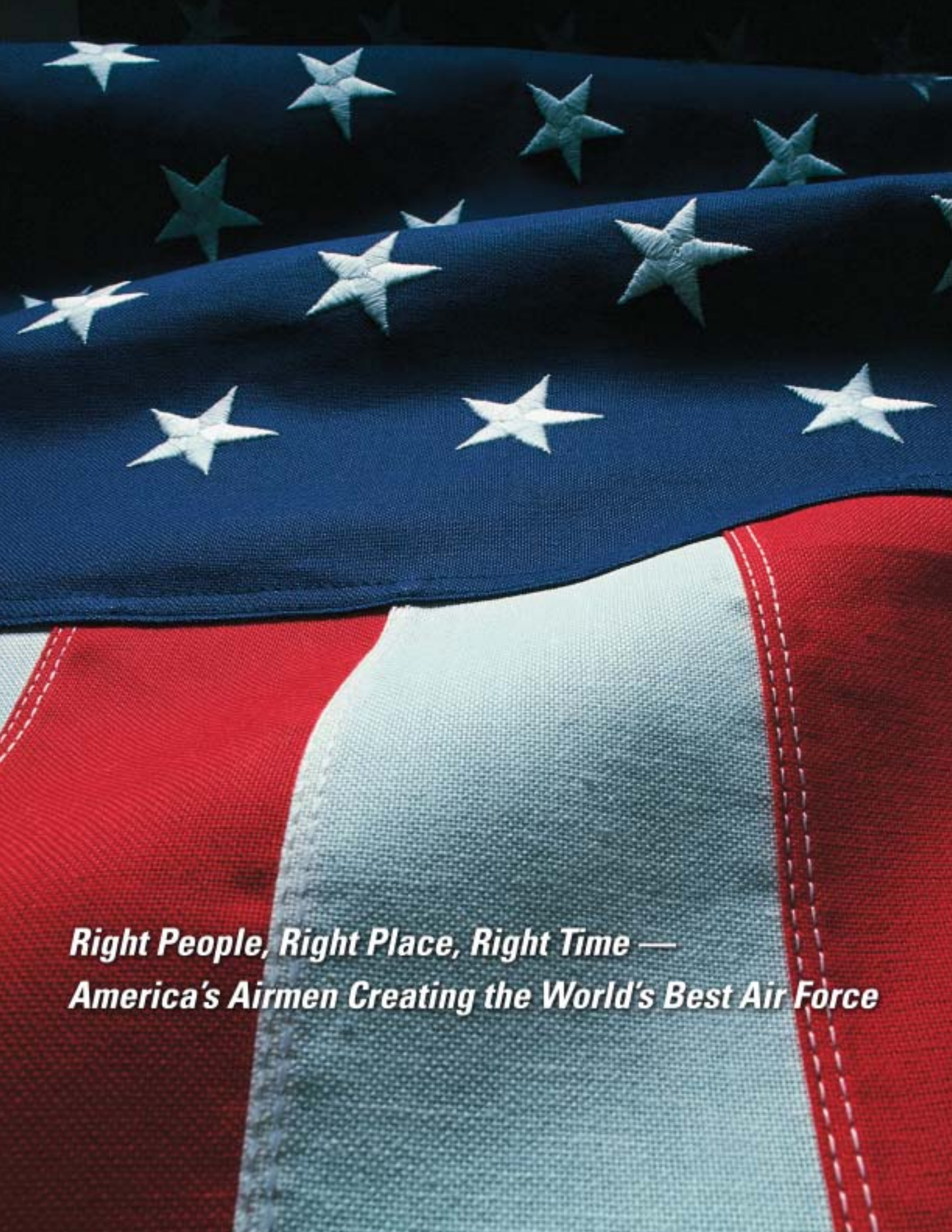
United States Air Force Personnel Strategic Plan

2003 ANNUAL REPORT TO STAKEHOLDERS

Transforming Human Capital Management

U.S. AIR FORCE


Right People, Right Place, Right Time —
America's Airmen Creating the World's Best Air Force

The Imperative to Transform

Our challenge is to transform not just the way we deter and defend, but the way we conduct our daily business. Let's make no mistake: The modernization of the Department of Defense is a matter of some urgency. In fact, it could be said that it's a matter of life and death, ultimately, every American's.

A new idea ignored may be the next threat overlooked. A person employed in a redundant task is one who could be countering terrorism or nuclear proliferation. Every dollar squandered on waste is one denied to the warfighter. That's why we're here today challenging us all to wage an all-out campaign to shift the Pentagon's resources from bureaucracy to the battlefield, from tail to the tooth.

Above all, the shift from bureaucracy to the battlefield is a matter of national security. In this period of limited funds, we need every nickel, every good idea, every innovation, every effort to help modernize and transform the U.S. military.

We must change for a simple reason—the world has—and we have not yet changed sufficiently. The clearest and most important transformation is from a bipolar Cold War world where threats were visible and predictable, to one in which they arise from multiple sources, most of which are difficult to anticipate, and many of which are impossible even to know today.

Let there be no question: The 2.7 million people who wear our country's uniform—active, Guard, and Reserve—and the close to 700,000 more who support them in civilian attire, comprise the finest military in the history of the world. They stand ready to face down any threat, anytime, anywhere. But we must do more.

Our business processes and regulations seem to be engineered to prevent any mistake, and by so doing, they discourage any risk. But ours is a nation born of ideas and raised on improbability, and risk aversion is not America's ethic, and more important, it must not be ours. We need your help. I ask for your help. I thank all of you who are already helping. I have confidence that we can do it. It's going to be hard. There will be rough times. But it's also the best part of life to be engaged in doing something worthwhile.

- Remarks by the Honorable Donald Rumsfeld, Secretary of Defense
September 10, 2001

Foreword

This year, as the nation observes the 100th anniversary of the Wright Brothers' first flight, it is appropriate to reemphasize that the ultimate source of air power's capability resides in the men and women of the Air Force. Our Total Force of active duty, guard, reserve, and civilians—as well as our private industry partners—is our largest investment and most critical asset. From the time our military and civilian airmen step into the Air Force, we are dedicated to ensuring they receive the education, training, and professional development necessary to their success. We are equally committed to providing them with the compensation, personal recognition, and other focused investment needed to sustain these airmen and their families.

In November 2002, we announced a new vision for the way we train, educate, promote, and assign our Total Force. We called it the Force Development Construct. To achieve the Construct's objectives, to optimize each part of the personnel life cycle, and to meet the transformational goals of the Secretary of Defense, we require an effective, visionary Personnel Strategic Plan. With this document, we introduce that plan and set forth our leadership approach to strategic management of human warfighting capability.

This plan links our personnel strategies to organizational mission, vision, core values, core competencies, goals, and objectives. This puts the Air Force in the forefront in pursuing what our Commander in Chief established with his President's Management Agenda for the strategic management of human capital. Further, this plan will advance our commitment to having a diverse Air Force, not just in gender and ethnicity but also diverse in thought, creativity, education, culture, and problem solving. We enhance America's security by creating an inclusive culture at all levels within our Total Force, one that encourages and leverages diversity, keeping us innovative and creative in developing effective ways to employ air and space power.

This plan will guide America's Air Force as we put aside the Cold War models of personnel management, in favor of transforming into an Air and Space Expeditionary Force (AEF) that invests wisely in its human capability.

JOHN P. JUMPER, General, USAF
Chief of Staff

JAMES G. ROCHE
Secretary of the Air Force

Table of Contents

Message to Stakeholders 2

The Personnel Vision 4

The Personnel Life Cycle Continuum 6

Our Goals 8

Goal 1: Define 10

Goal 2: Renew 12

Goal 3: Develop 14

Goal 4: Sustain 16

Goal 5: Synchronize 18

Goal 6: Deliver 20

Where We Go From Here 22

This document is dedicated to the memory of General Robert J. Dixon.

General Dixon is often called the father of the Air Force Personnel system. Born in 1920, he served his nation in World War II, during which he flew 65 missions in four different aircraft. After being shot down during a reconnaissance mission over Germany, he was captured and remained a prisoner of war until freed by U.S. forces in May 1945. He also served during the Korean War, completing 28 combat missions before the armistice was signed. From 1967 until 1969, he was assigned as Assistant Deputy Chief of Staff, Personnel for Military Personnel, and Commander, U.S. Air Force Military Personnel Center. While in this assignment, he received the 1969 Eugene M. Zuckert Management Award. In July 1969, General Dixon was transferred to the Republic of Vietnam as Vice Commander, Seventh Air Force. He flew 36 combat missions during this tour in Southeast Asia. On August 1, 1970, he was promoted to Lieutenant General and assumed the duties of Deputy Chief of Staff, Personnel, Headquarters U.S. Air Force. He served in that position until October 1, 1973, when he was promoted to General and assumed command of Tactical Air Command. General Dixon was a command pilot with more than 6,000 flying hours. His military decorations and awards included the Distinguished Service Cross, Distinguished Service Medal with two oak leaf clusters, Legion of Merit with oak leaf cluster, Distinguished Flying Cross, Bronze Star Medal, Air Medal with 11 oak leaf clusters, Purple Heart, British Distinguished Flying Cross and French Croix d'Officier de la Legion d'Honneur. Earlier this year, General Dixon died in San Antonio, Texas.

Message to Stakeholders

After 9/11, it is clear that either we shape our future or others will shape it for us. The Air Force Personnel community must take the lead in providing innovative solutions to the significant challenges that face our service and our nation. We have a unique opportunity to step forward and seize the initiative. Despite the fears some might have regarding the potential impact of change in the traditional way we do business, we owe it to our Air Force to lead the way in restructuring ourselves and our activities to ensure we are a "value-added" organization.

Three years ago, the Personnel community rolled out a vision:

Professionals providing responsive, agile support to our Air Force and its people, from peace to war.

After a decade of turbulence and drawing down the size of our Air Force, we crafted this vision to return the focus of all levels of the Personnel community to taking care of our people—active duty, reserve, guard, civilians, family members, and retirees. This vision served us well and continues to effectively capture a critical part of our business—the functions that "touch" our people daily. In the 3 intervening years, we have accomplished much to be proud of:

Air Force Pararescuemen during Operation Iraqi Freedom

- Greatly improved our Personnel Readiness function—support to deployed commanders—through enhanced training, better tools, and recasting our Personnel Support for Contingency Operations (PERSCO) teams and taskings
- Increased emphasis on recruiting and retention, meeting our accession goals and retaining the experience vital to our Air Force while adjusting the skills mix to relieve stress
- Launched a Civilian Personnel Management Improvement Strategy (CPMIS) to address the human capital crisis in our civilian workforce and capturing significant funding to start resolving these concerns
- Created the intellectual and structural framework for a Force Development Construct that embraces Developing Airmen as a core competency
- Placed greater emphasis on improving the quality of support provided to our civilian employees through PALACE Compass; and we
- Developed the Concept of Operations (CONOPS) and Implementation Plan for transforming the way we deliver personnel-related services to our people.

We have accomplished much, but we must continue to evolve to meet the ever-changing threat to our nation. First, we have the imperative to transform mandated by the President of the United States and the Secretary of Defense. Second, in January of this year, the Secretary of the Air Force and the Chief of Staff established our three core competencies. By necessity, this requires us in the personnel and manpower business to take a hard look at the way we manage, develop, and serve our people. Third, in partnership with SAF/FM, we have launched an effort to transform the manner in which we deliver human resource support

to our customers. Finally, we have realigned Manpower and Personnel under the same Headquarters USAF Deputy Chief of Staff. Taken together, these factors have prompted us to reexamine our current Personnel Vision and Strategic Plan. The best Air Force in the world deserves a modern personnel system at the leading edge. We need a transformational vision and accompanying strategic plan that will carry us forward. This is not to imply that our old vision was flawed, but it does mean that we must set our sights beyond the horizon.

To this end, senior leaders from Personnel, Training, Guard, and Reserve conducted an extensive assessment of our Manpower and Personnel processes and how they fit within the Air Force's strategic objectives and operational mission needs. This effort culminated in three major Personnel Vision and Goal development summits earlier this year. We discussed the new realities and many threats of this changed world and concluded that we must shift our thinking from how we will meet a given threat to thinking in terms of the capabilities that we provide to the warfighters. Within the Personnel community, this goes well beyond our traditional role of "processing transactions" to partnering with commanders to solve human capital issues so they can accomplish their missions. Our operational forces have responded to this new environment with great agility, speed, and precision. Our senior leaders realize that our personnel system must be just as agile and responsive to changing requirements, while serving all of our people efficiently.

Accordingly, we have created a new vision to transform our approach to contributing to the mission of our Air Force. This new vision succinctly states our role as personnel professionals:

Right People, Right Place, Right Time—
America's Airmen Creating The World's Best Air Force.

We will fulfill this vision by accessing, developing, and sustaining the Right People, having them at the Right Place, and ready to perform at the Right Time. This vision necessarily drives a new set of goals focused on a revised view of the traditional Personnel life cycle. We detail each goal in this document. These goals will be realized by meeting a series of objectives developed by the MAJCOM Directors of Personnel and other senior leaders from the Air Staff at our semiannual Board of Directors meeting last spring. To ensure progress and continual transformation, we will measure our performance often and critically. This plan will not be on autopilot.

Lastly, in response to the Secretary of Defense's call and the direction of AF leadership, SAF/MR and AF/DP formed a new partnership between our two communities, streamlining our respective processes and giving our staff the time to focus on their most critical roles and responsibilities. In this new relationship, DP will primarily focus on supporting overarching goals and objectives. MR, on the other hand, will focus on performance outcomes and linking personnel strategic objectives to guidance established by statute, the President of the United States, and the Secretary of Defense.

Our accomplishments of the past year give us all a great deal of pride. The coming year promises to be just as challenging. Thanks to all of you for your long hours of hard work providing dedicated service—ensuring we place Air Force people first.

RICHARD E. BROWN, III
Lieutenant General, USAF
Deputy Chief of Staff, Personnel

MICHAEL L. DOMINGUEZ
Assistant Secretary
Manpower and Reserve Affairs

The Personnel Vision

Right People, Right Place, Right Time—
America's Airmen Creating The World's Best Air Force

> *"The Air Force's most valuable resource, greatest force multiplier, and most critical investment are its skilled, knowledgeable, experienced, and motivated people."*
>
> -General John Jumper, CSAF

Right people refers to that most valuable resource described by General Jumper and it is about so much more than just "a face filling a space." It is about people from diverse backgrounds with the right technical skills, knowledge, and experience needed to perform the duties of a given position. And finally, it is about motivating people to stay physically fit to fight…ready to perform to the top of their abilities, despite hardships and risks or the possibility of recognition or reward.

Right place describes where our right people need to perform their duties, whether at their home base, a deployed location under the AEF construct, in a joint environment, at a training site and so forth.

Right time indicates the final essential element in obtaining the effective use of our human assets: putting them where they are needed when they are needed. Delays and gaps in filling requirements for people put mission accomplishment at risk. For example, people who arrive too late to contribute to the mission at a deployed location not only put that mission at risk through their absence, but also increase the stress on other workers who must pick up the slack. Right time also speaks to the need to purposefully develop our airmen through education and training and by broadening opportunities at the appropriate time in their career journey.

America's Airmen refers to the active duty officer and enlisted, guard, reserve, and civilian workforce that makeup our Total Force. America's airmen are a professional team dedicated to providing "Global Vigilance, Reach, and Power" in the defense of the United States of America, a diverse force hewn from and responsible to the nation.

Creating affirms that our people are constantly changing, ensuring that our air and space force can adapt and prevail in a world of rapid communications and powerful technological change. Our development efforts must synergistically move our people and talents into inclusive, high-performance teams.

The World's Best Air Force reflects the product of those airmen who continuously transform, innovate, and assess their environment and missions to meet current and future air power challenges, enabling us to remain the world's preeminent Air Force.

The Personnel Life Cycle Continuum

Understanding the Personnel life cycle is key to understanding the context of our new vision and the construct behind the supporting Goals and Objectives. On its surface, the Personnel life cycle is a fairly linear process that begins with accessions and ends with our military/civilian airmen either separating or retiring from Air Force service. In between, individuals receive training and professional military education and apply their specialized skills. To retain and sustain these individuals, we ensure they are adequately compensated (including providing benefits and entitlements), measure their performance, and recognize their good work. This works well when viewed from an individual airman's perspective, but is insufficient for force development. To ensure the cycle produces the required capabilities when viewed at the operational and strategic levels, a deeper effects-based model is required.

The strategic view of force development focuses on translating desired mission effects to capabilities and determining the human competencies needed to satisfy them. This viewpoint recognizes the need to develop and employ a balanced and inclusive workforce capable of achieving the full spectrum of those requirements. These competencies, and their deliberate development and sustainment, are as critical to mission readiness and effectiveness as any materiel or capital assets the Air Force might possess or procure. This strategic view gives force development its value and highlights the true relationship of people to Air Force capabilities and missions. Deliberately developing and investing in people are key to Air Force operational strategy, procurement, preparation, and execution. Fully vesting the Air Force's bank of skills, knowledge, and experience—its people—is critical to ensuring near-, mid-, and long-term mission capability. This strategic perspective frames the doctrinal elements of force renewal, development, and sustainment around a defined mission requirement for human capability. It does this in a construct that illustrates how essential people are to the Air Force's maintaining its position as the world's preeminent air and space power.

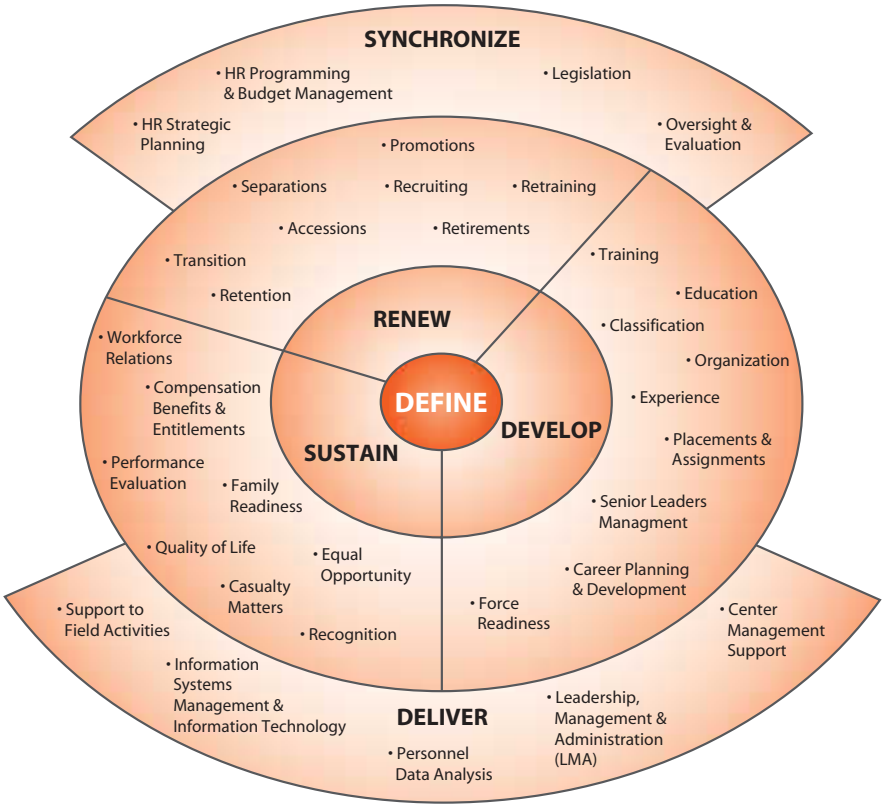
As the figure on the opposite page reflects, our strategic view of the Personnel life cycle goes beyond a linear process. As such, our strategy is effects-based, focusing on each mission element's outcomes. These effects provide the framework for our strategic goals.

DEFINE—*The process of clearly defining requirements for trained, experienced people that are based on capabilities needed to achieve assigned missions.* The Air Force manpower requirement determination process systematically identifies the minimum essential manpower required to effectively and economically accomplish approved missions and functions, within organizational and resource constraints. A requirement is a statement of the manpower needed to accomplish a specified job, mission, or program. A manpower requirement details a position in terms of its function, organization, location, skill, grade, and the other appropriate characteristics the Air Force uses to extend manpower end strengths to units. Once requirements are identified, vetted, and approved, they are allocated across the MAJCOMs and down to the Wings. Our emphasis in the future will be on basing manpower requirements on needed capability.

RENEW—*It is critical to our Air Force that we maintain a flexible, balanced force of fit, mission-effective people.* Our old Personnel life cycle construct had accessions as its first step. This referred to recruiting new members into the Air Force. The final phase of our life cycle was separations and retirements—the process of transitioning members to a new life beyond the Air Force. In our new life cycle construct, accessions are strategically linked to retirements and separations, ensuring that each functional area maintains the correct balance of skill, grade, and experience over time so that we continually renew the overall Air Force. We view Air Force renewal through the prism of the Total Force.

DEVELOP—*It is Personnel's core competency, and the Air Force's goal to develop inspirational leaders and a skilled, knowledgeable, and experienced workforce capable of executing Air Force missions over time.* We intend to change our approach to developing our Air Force people, to better prepare them to lead in the 21st century while we better meet their expectations. Our new Force Development approach is defined as a series of experiences and challenges, combined with education and training, that produce Air Force leaders of tomorrow. To ensure continued success as an Air Force, we must produce leaders at all levels that have both the necessary skills and the essential grounding in the shared

Air Force culture and values, regardless of their specialty. We must ensure we create leaders (enlisted, officer, and civilian) who respect the distinctive elements of each member's chosen career field.



SUSTAIN—*A sustained, stable, and diverse workforce of motivated, capable people.* Simply stated, sustaining the workforce means keeping our best people through targeted investments. As our force is and will continue to be made up of volunteers, we must ensure we meet their needs and expectations. Our programs must honor our part of the "social contract" we made with them and their families when they joined us. This involves maintaining a healthy work environment and opportunities for personal and professional advancement coupled with recognition for good performance. Because the Air Force mirrors our society, we have to ensure our quality-of-life programs address the needs of a diverse community collectively serving the nation. Developing an inclusive culture in our Air Force is critical. This includes ensuring equal opportunity for men and women from many cultural backgrounds, comprising every race and religion. There is no room for discrimination in our Air Force.

SYNCHRONIZE—*The governance of the Personnel community must be synchronized among its many stakeholders to synergize capabilities and maximize return on investment.* Governance is about the senior leadership ensuring we derive our strategies from doctrine and core values. These strategies, in turn, must be linked to resources in order to realize them and clearly communicate to the entire Department of Defense where we are heading. Synchronizing personnel strategic planning with resource allocation and legislative processes is vital to achieving the goals and objectives that flow from our new vision. Effective governance of the Personnel system means more than extrapolating current trends to determine our future, but rather, that we anticipate the future and prepare accordingly.

DELIVER—*Provide support to the Air Force through optimized processes and delivery of service.* Delivering high-quality support to the members of our Air Force, their families, and our retirees is our most basic mandate. We in Personnel and Manpower manage the lifecycle areas by effectively facilitating actions and executing processes. Every action we take involves processes. Typically, this has meant our people taking time away from the workplace to do business with a military or civilian personnel flight. Our goal is to make our processes understandable, unobtrusive, and easily accessible to all. While most of us in the current Personnel community are involved with executing individual transactions (i.e., processes), our intent is to provide our workforce with greater access to Web-based services and contact centers, while maintaining the "human touch" in what we do.

With our mission newly defined, we developed strategic goals and objectives for each of the six areas. These goals are reflected in the following pages.

Our Goals

Goal 1: Define

Implement a capabilities-based requirements system that meets surge requirements and optimizes force mix (active duty, reserve, guard, civilian, and private industry) to produce a flexible and responsive force.

Goal 2: Renew

Maintain a diverse, agile workforce that leverages synergy between active duty, air reserve and civilian components, and private industry to meet requirements and sustain capabilities.

Goal 3: Develop

Synchronize training, education, and experience to continuously create innovative, flexible and capable airmen to successfully employ air and space power.

Goal 4: Sustain

Sustain required force capabilities through focused investment in our airmen and their families.

Goal 5: Synchronize

Implement a robust strategic planning construct, understand our HR investment, and link programming and legislative development to the plan.

Goal 6: Deliver

Transform customer service by delivering a leaner, more cost-effective, customer-focused Human Resource Service to support the Air Expeditionary Force.

Goal 1: Define

Implement a capabilities-based requirements system that meets surge requirements and optimizes force mix (active duty, reserve, guard, civilian, and private industry) to produce a flexible and responsive force.

With the merging of the Manpower and Personnel communities, our revised Personnel Strategic Plan incorporates a key foundational goal focused on "defining the requirement" for human capability. The Manpower function performs four critical roles for the Air Force: determining requirements, allocating and controlling manpower resources, managing organizational structures, and helping organizations increase the quality and efficiency of their performance. It is often said that "Manpower provides the spaces and Personnel provides the faces." Merging the two areas now entrusts both responsibilities to our single

community, bringing synergy to our mission accomplishment.

At the same time we are uniting the Manpower and Personnel functions as a single entity, the Department of Defense is shifting its planning emphasis from a threat-based construct to a capabilities-based construct. In the past, we analyzed potential threats, such as the Soviet Union, and designed our forces to counter that threat. Today, threats encompass a much broader spectrum than in the past. Over the past decade, we have been deployed in wars, humanitarian missions, peacekeeping, counter-terrorism and homeland defense. Against this gamut of activities, we must analyze and understand the wide array of required capabilities to deal with the broad range of potential missions we may be called upon to perform.

Accordingly, the first goal in our revised Personnel Strategic Plan is to develop and implement a capabilities-based requirements system that is strategically and operationally more versatile than our current requirements determination processes. Such a requirements system must allow us to meet surge requirements without relying too heavily on any one element of the Total Force. Instead, we must optimize the mix of active duty, reserve, guard, civilians, and private industry in a holistic manner. Our capabilities-based manpower determination process will be refined to discretely address mobility, space, and other key mission areas. This new requirements architecture will also require us to accelerate the implementation of manpower standards, which must shift from the current 18- to 24-month response time to a matter of weeks. To accomplish this we will review and validate our analytical tools to ensure they will perform in our new construct.

We also must optimize available tools [Base Realignment and Closure (BRAC), A-76, Personnel Load (PERSLOAD), stress formula] to hasten change in this effort. Furthermore, we need to instill a programmatic sense into our requirements process, to include the integrated human capital bill and training tail. It is also vital to build flexibility into our Total Force mix by streamlining our mobilization processes, removing impediments for reserve/guard service, and simplifying the hiring process for civilians to reduce turn time. This flexibility also will serve our efforts to transform ourselves into a more diverse workforce, fully leveraging America's increasingly multicultural population.

Key Objectives Overview

- Institutionalize Capabilities-Based Manpower Determinant (CBMD)
- Optimize available tools (i.e., BRAC, A-76, PERSLOAD, Stress formula) to accelerate change
- Instill a programmatic sense into our requirements process (to include the integrated human capital bill and training tail)
- Build alternative sourcing of requirements into our Total Force mix

Goal 2: Renew

Maintain a diverse, agile workforce that leverages synergy between active duty, air reserve and civilian components, and private industry to meet requirements and sustain capabilities.

A principal objective of personnel management within the Air Force is to establish specific requirements to guide selective recruitment, training, and sustainment of the force. Over the last decade, the Air Force has drawn-down, reorganized, and transitioned to an expeditionary forces construct. In some instances, the combination of internal changes and external forces may have created unsustainable authorization structures and grade imbalances, such as specialties with more billets for a particular grade than its remaining structure can support. In our downsized force with higher levels of OPSTEMPO and deployment, such shortages and imbalances are more acutely felt than in the past. It is therefore imperative that all components of today's Air Force work hand-in-hand. The challenge is to manage the renewal of the Air Force from an integrated Total Force perspective.

To this end, one of our first objectives will be to create an Integrated Total Force Management Team by the end of FY04. This team will look at disaggregated skills, age, and experience and use a modeling capability to perform a "what if" analysis. One function of this team will be to build Total Force retention objectives based on disaggregate analysis. We already have made major progress in this area by developing and fielding the Total Human Resource Managers' Information System (THRMIS). THRMIS is the only Total Force informational and analytical tool in the Air Force. While primarily used by Career Field Managers (CFM) and action officers who develop policies and programs across the personnel life cycle, THRMIS has the potential to help us meet our Total Force management objectives.

Similarly, by the end of FY04, we intend to identify and begin removing inflexible policies, practices, and laws that restrict our responsiveness to mission needs. This will include facilitating the seamless movement of our members between the Total Force components. This objective requires us to have deep understanding and insight into our requirements and how we can more effectively manage the force to ensure it is agile, flexible, and can meet surge requirements.

Those who choose to serve their country have many options with the Air Force—they can join the active duty, reserve, or guard force as an officer or enlisted member or seek civil service appointment. Today, our active duty, reserve, guard and civilian components recruit independently and even compete for candidates. To avoid overlap and better synchronize our recruiting efforts, we intend to have in place by the end of FY05 a Total Force recruiting strategy to merge recruiting and hiring processes and leverage our investment to meet Air Force requirements for quality people. At the same time, we must be mindful of the shifting demographic trends within the country. As our nation continues to become more ethnically and racially diverse, we must seek to attract members from these different groups to ensure we reflect the society we are sworn to protect and defend.

A success story we will continue to build on involves the Civilian Personnel Management Improvement White Paper, dated October 2000, and the updated White Paper II in April 2002. These papers aggressively addressed the human capital crisis in our civilian workforce identified by the GAO as a "high risk" challenge for DoD in 2000. With the thoroughly developed business case analysis in these white papers, we convinced the Air Force corporate structure to approve significant funding to help ensure the civilian workforce is renewed and adequately developed to meet the challenges of the 21st century.

Key Objectives Overview

- Implement a strategy to identify and remove inflexible policies, practices, and legislation
  - Facilitate seamless movement between workforce components
- Develop a Total Force recruiting strategy to:
  - Merge recruiting and hiring processes
  - Leverage our investment to meet AF requirements for quality people and promote diversity
- Create an integrated Total Force management team that includes:
  - Disaggregate skills/age/experience analyses
  - Modeling capability

Goal 3: Develop

Synchronize training, education, and experience to continuously create innovative, flexible and capable airmen to successfully employ air and space power.

Today, most airmen can choose a career path that encourages technical emphasis in a specialization area, primarily focusing on competency skills in a single specialty. Careers are too frequently stovepiped, leaving broader development to chance. The Force Development concept recognizes the need for deep perspective in functional areas and at the same time offers the means to achieve the wider perspective our Air Force leadership team needs. Rather than broaden our force simply for different experiences, skill sets must be driven by requirements, and promoted by systemic, deliberate development, and grounded in enduring competencies. These are best defined as the personal and leadership qualities that provide common ground for all Air Force members.

Our Force Development construct starts by defining what the necessary combinations of development (training, education, and experience) are for senior leader requirements. It then facilitates the assignment process to produce sufficient personnel to meet this requirement.

We have established a Force Development Support Office to create and manage the structure and form of the Force Development construct. Its initial focus is on the active duty officer corps but will quickly expand to include our enlisted corps and the civil service. We have set ourselves the goal of restructuring our education and training programs and our funding and allocation methodology to support the Force Development construct by the end of this calendar year. We will work to determine the specific requirements needed for Total Force skills training and general education. By June 2004, our objective is to manage developmental assignments using "developmental assignment teams." We shall implement the Force Development strategy across the Air Force, including enlisted, reserve, guard, and civilian components, by the end of FY05.

We are establishing a Force Development Council by the end of CY03 to provide senior leadership guidance and ensure financial resources are programmed and allocated to support the Force Development objectives. This council also will address current Air Force cultural issues that may need amelioration (i.e., fill-the-square masters degrees, different Professional Military Education [PME] paths, academic paths, etc.) to ensure this construct's success. This "culture change" will also include efforts to develop a more diverse workforce, not only in how we "look" but in how many force-multiplying international skills we possess. Similarly, we will review and possibly reengineer the Air Force classification policies and practices to align with the Force Development construct and meet Air Force requirements by the end of FY04. This will require us to make experience, training and education, language skills, and deployments of members in the Total Force visible and searchable to help match people with requirements. We will likewise develop and implement a methodology to track Total Force members' readiness and ancillary skills from a corporate perspective by the end of FY04. To bring this online correctly, all levels of the Air Force will be involved.

The Secretary and Chief of Staff have made it clear that Developing Airmen is a core competency and that the Force Development construct will guide the way the Air Force does business in the future. We must create tomorrow's leaders—it is too important to leave to chance. Bottom line, while there are still details to work out, we are well on our way towards enhancing the deliberate development of our people.

Key Objectives Overview

- Implement a Force Development Strategy
- Establish a Force Development Council to:
  - Provide vector guidance
  - Ensure resources are programmed/allocated
- Review/reengineer AF classification policies and practices to:
  - Align with Force Development construct
  - Meet AF requirements
- Develop and implement methodology to track Total Force members' readiness/ancillary skills from a corporate perspective

Goal 4: Sustain

Sustain required force capabilities through focused investment in our airmen and their families.

Today's Air Force must maximize the full potential of each enlisted member, officer and civilian. Air Force people make the Air Force strong. At the dawn of a new century full of uncertainties, the Air Force needs the best and the brightest. To attract and retain the best and brightest in a diverse workforce of multi-talented airmen, we must develop, implement, and maintain strong programs that ensure members are fairly compensated and that their quality of life needs and those of their families are met. While compensation and recognition are essential to maintaining a motivated force, it historically has also been the sense of belonging and sharing a common purpose that has kept Air Force members motivated and continuing to serve. As the demographic makeup of our Air Force changes,

we must continue to recognize and reward performance in a culture that is inclusive at all levels to foster the diversity that reflects the nation we serve. The Air Force of the 21st century must pursue initiatives that sustain our culture and the institutional values that Air Force people respect and seek.

To this end, we have set for ourselves a series of objectives. First, we will strive to create and optimize personnel policies to meet the needs of an ever more diverse volunteer expeditionary force. It is our personnel policies that are the impetus for ensuring we have the right people, in the right place, at the right time. Our objective is to ensure that current and future personnel policies enable the "Total Force" to meet the demands of the Air and Space Expeditionary Force structure. It is imperative these policies do not encumber field commanders and that we reassure airmen that they are our most valuable resource. Furthermore, we must maintain our core values and be able to demonstrate that our policies produce a measurable return on investment. Any sustainment policies we promulgate must respect the enduring qualities of our Air Force and the values we hold dear.

We also must reevaluate our "social compact" with our all-volunteer force to enhance stability and predictability. This compact is our philosophical statement of the Air Force's responsibility to fund military family support programs that address health care, housing, off-duty education, child education, childcare, recreation and fitness, personal financial stability, spousal education and employment, and the needs of the military families who live on and off base. We must understand and measure the relative value of these factors and establish a baseline to help us understand how best to allocate our resources.

Finally, we also realize that one-size-fits-all solutions rarely fit anyone well. We know that different people have different needs at different phases in their lives. To that end, we will seek to develop flexible compensation packages that may be tailored to individual needs…retain the right people with the right skills and experience. More flexible compensation packages will help our members meaningfully structure their lives while allowing them to serve in our Air Force.

Key Objectives Overview

- Create and optimize personnel policies to:
  - Meet the needs of a diverse volunteer expeditionary force
  - Produce a measurable and positive result
  - Maintain our core values
- Reevaluate our social compact with the all-volunteer force to enhance stability and predictability
- Develop flexible compensation packages to retain the right skills mix

Goal 5: Synchronize

Implement a robust strategic planning construct, understand our HR investment, and link programming and legislative development to the plan.

Synchronization means developing and employing an effective, robust architecture to ensure the priorities articulated in our strategic plan are integrated and drive our programming, budgeting, legislative, and policy-making activities. Doing so will ensure we achieve our goals and objectives and ultimately achieve our vision. We must link the planning, programming, budgeting, and legislative timelines and cycles so that the output of planning becomes the input for programming, and so on. We also must ensure our vision and Strategic Plan rest on solid principles, including the Secretary's goal that America's Air Force look like the country we protect and serve.

To achieve this, we are creating fundamental doctrine that reflects how best to bring human capability to the fight. In a time of high personnel costs and static end-strengths, effective personnel management can be achieved only through well-planned policies, programs, and actions that are visible, clearly defined, communicated, and understood across the Total Force. Our underlying doctrine will describe the philosophy of defining requirements, force renewal, development, sustainment, synchronization, and delivering support to our people. We expect to publish Force Development Doctrine by the end of CY03.

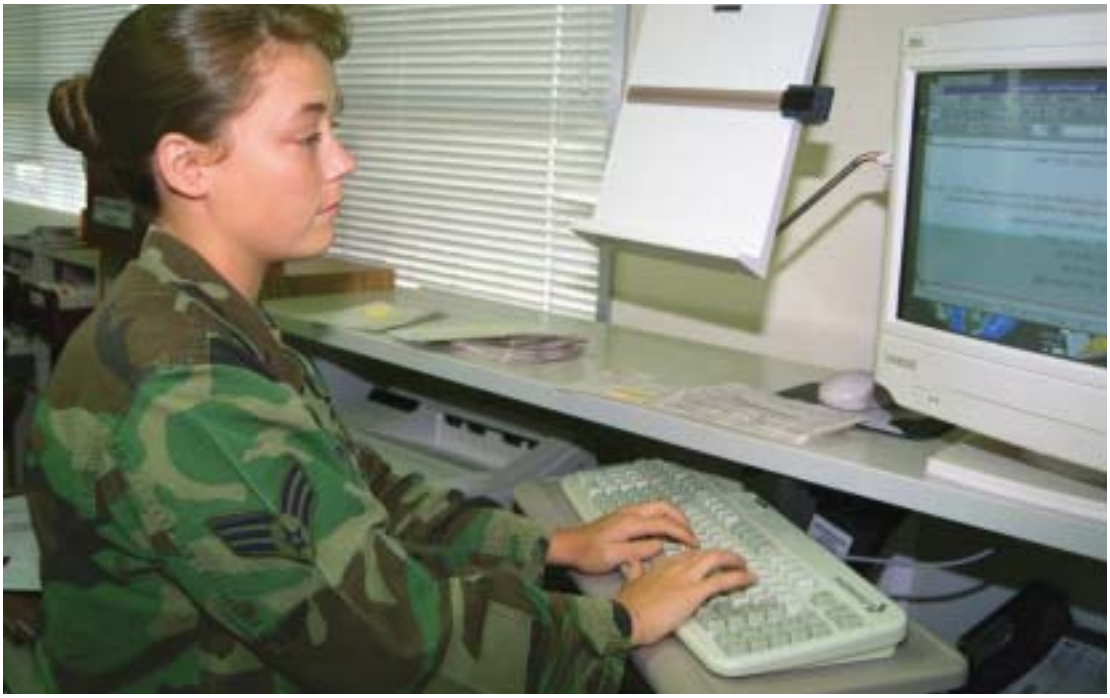
We have put a great deal of thought and effort into developing a strategic planning construct that links to the Air Force Strategic Plan and supports DoD and other Executive Branch initiatives. We also believe that our vision and Personnel Strategic Plan should focus on producing capabilities and developing airmen. This vision and plan directly result from our strategic planning process. Each goal of our strategic plan is supported by a series of objectives and each objective is supported by an action plan. These plans will ensure that all our goals are measurable.

The keystone in our construct is ensuring that our plan—the strategic intent for the Personnel community as expressed by senior leadership—drives programming, budgeting, and legislative activities. Measuring is critical to determining how we should best use our investment resources. Budgets are always tight and we owe it to our Air Force and the nation to be good stewards of their money. To that end, we will prioritize our Personnel investments based on the capabilities they will provide and their demonstrable return on investment.

To achieve our goals and objectives and realize our vision, we must ensure that we have organized and aligned our organization to effectively execute our strategy. We also must demand accountability for implementing our plan and create an environment where our plan can be achieved and provide rewards for accomplishment. We will pursue these organizational and environmental assessments, making any necessary changes by the end of FY04.

Key Objectives Overview

- Codify Personnel doctrine
- Employ a Personnel strategy that is goal-oriented, measurable, and supports Executive Branch, DoD, and corporate guidance
- Understand and prioritize Personnel investment in terms of capabilities
- Ensure our Personnel planning strategy drives programming, planning, budgeting, and legislation activities to maximize our return on investment
- Ensure our DP organization is aligned to effectively execute the Personnel planning strategy



Goal 6: Deliver

Transform customer service by delivering a leaner, more cost-effective, customer-focused Human Resource Service to support the Air Expeditionary Force.

We currently are transforming how we deliver Human Resources services to our customers. We have published Transforming Air Force Customer Service Concept of Operations (CONOPS) and established a Customer Service Transformation Office (CSTO) on the Air Staff composed of experts in Personnel, Manpower, Education and Training, and Military Pay processes. The CSTO will provide input into a Human Resources Laboratory established at the Air Force Personnel Center to explore redesigning or reengineering how we deliver the spectrum of customer services. The outcome will be a customer-focused Integrated Customer Service Delivery System comprised of three key elements:

- *Air Force Portal*—A single point of entry for Web-based customer services available 24/7/365, requiring only one user ID

and password. Applicants and recruits also will have the ability to access a broad range of information about AF careers. Focus group and survey data indicate the majority of Air Force members desire Internet access to Human Resources services.

- *Integrated Contact Center*—A single telephone number that will provide customers with access to many of the same services available through the Air Force Portal customer contact representatives, on a 24/7/365 basis.
- *Front-line Support Cadre*—A single integrated customer service center at base level or deployed location.

Once fully developed and implemented, each element will provide new and/or improved capabilities, creating a seamless service delivery system for all customers.

Throughout its development and implementation, we will assess the Integrated Customer Service Delivery System to ensure it meets customer expectations and to identify ways to continually improve the system. Ultimately, a by-product of this new system will be a reduced Personnel footprint, which will allow the Air Force to apply any resource dividends to warfighting operations. This is consistent with the Secretary's transformation goals. Specifically, we intend to:

- Through surveys, achieve 95% positive customer satisfaction ratings within 3 years of implementing new systems
- Shorten average process-cycle time to deliver personnel capabilities and related services by at least a factor of four, where shorter cycle times improve customer satisfaction, effectiveness, and save resources without degrading product quality or unit readiness
- Structure work processes and workload to enable our people to accomplish routine (non-crisis, non-exercise) organizational missions within an 8- to 10-hour work day while maintaining unit readiness
- Shift 20% of military personnel business operations resources (both dollars and people) to warfighting operations and new/modern warfighting systems.

Transforming the way we deliver support to our customers also will allow us to shift our Personnel role and focus from transaction processing to being counselors and consultants to our people—especially commanders. It will allow us to concentrate on our core capabilities, those things that matter most and have the greatest value to our people. At the same time, customer service transformation will enable us to better align how we do business within the AEF construct, providing America a diverse force of highly trained, multi-talented airmen.

Key Objectives Overview

- Focus on core capabilities and establish strategic partnerships to enable outsourcing of non-core activities
- Optimize horizontal and vertical integration of human resource-related customer services
- Align personnel processes to better support AEF strategy
- Simplify personnel processes and maximize use of responsive and flexible personnel data systems
- Maximize the effective use of self service while restoring/maintaining commander confidence

Air Force Research Laboratory staff look at an engine of the future…

Where We Go From Here

Our Personnel Vision and our new Air Force Personnel Strategic Plan define how we will focus the Personnel community on the critical issues we need to address. The vision and its goals are fluid—they will evolve and change through the adaptive planning process in response to Air Force missions.

That planning process is based on the understanding that, to be relevant, we must link our functional strategy to those of our leaders and the broader institutions we serve. Therefore, we have worked to ensure that our Personnel Strategic Plan is consistent with the President's Management Agenda and embraces the Human Capital Scorecard guidance established by the Office of the Secretary of Defense. We based our framework on Air Force core competencies and distinctive capabilities

and linked it to the overarching Air Force and national strategic direction; we believe this framework serves us well in assessing near-term objectives. It also sets the stage for developing necessary funding and legislative support to carry out the initiatives to transform human capital management.

Emery Powell of Texas Instruments said, "A strategy without metrics is just a wish, and metrics that are not aligned with strategy are a waste of time." Performance management is a key component of the President's Management Agenda and it is how we will link our strategy to results. Our goals and objectives will have Action Plans that will measure progress item by item as we shift from regulatory-based to performance-based personnel management. We will measure the effectiveness of key programs and key processes and we will measure the effectiveness of our people through results-based performance evaluation.

The men and women who operate our personnel system are some of the finest people to be found in any organization anywhere. Because of their selfless service and the mission-focused people they support, our Air Force flies unequaled. Never has there been a more capable Air Force. George Orwell once observed, "We sleep safe in our beds because rough men and women stand ready in the night to visit violence on those who would do us harm." Our dedicated Air Force warriors who work around the world day and night ensure that the forces of freedom are never defeated and that free people can live their lives without fear.

We serve them proudly.

The planes to the left and right of where I stand represent the unmatched air power of the United States. But that's not our real strength. Our real strength are the people who fly them, and who maintain them, the people who make the military go. That's the real strength of this country.

-President George Bush

If you have questions about this annual report or would like additional copies, please contact AF/DPX, 1040 Air Force Pentagon, Washington, DC 20330, DSN 225-5990. An electronic copy of this report and Vision updates can be found at the AF/DP web-site: http://www.dp.hq.af.mil