



# MANAGING CHANGE THROUGH WORKFORCE TRANSFORMATION

From the Top

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**PENTAGON** — These days many are writing about transformation including those of us in DCS, Warfighting Integration. All agree transformation is about creating and redesigning the future — not merely perfecting the past. Transformation is a process and mindset — not a product. This truth is fundamental to our Warfighting Integration vision.

Secretary of Defense Donald Rumsfeld asked each of the military departments to report on its service's transformation enhancing joint wartime mission capabilities for the 21st Century. The Air Force roadmap, "2003 Air Force Transformation Flight Plan," spells out future direction toward capabilities-based changes in operational concepts, organizational structures and technologies. Key organizational transformation efforts, focused toward Total Force Development, include:

A new force development construct, for how it trains, educates, promotes and assigns the Total Force in a more deliberate, coordinated approach — one grounded in doctrine.

Within the Future Total Force effort, the Air Force is continuing its transformation in the way it integrates the Air National Guard, Air Force Reserve and the civilian force to produce greater combat capability.

Air Force senior leadership is

embracing a new vision and construct to transform human capital management.

I urge you to read the flight plan, for a better understanding of where Air Force leadership places emphasis. The 2003 Air Force Transformation Flight Plan is unclassified and available on the HAF Web site, under AF/XPX organization homepage at: <http://www.xp.hq.af.mil/xpx>.

The Air Force transformation process begins and ends with our people. Total Force Development directly relates to the chief of staff's vision of how we transform and maximize operational capabilities that meet mission requirements. As we evolve and transform, we must also change the ways we professionally develop those who serve, ensuring their skills for meeting our mission needs — while adopting a mindset that facilitates change.

Within the corporate Air Force construct for Total Force Development, Lt. Gen. Tom Hobbins, as the Air Force senior communicator and functional authority, is charged with creating the vision for career field policies and the strategies for comm and info professionals. We have set our sights on the horizon, anticipating the right skills mix, command and control, intelligence, surveillance, and reconnaissance; architectures, information assurance, wireless communications, multi-media and information management — required by the warfighter in the net-

## AUTHOR PROFILE



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Mr. Thomas serves as principal assistant to the Air Force Deputy Chief of Staff for Warfighting Integration. He directs the integration of manned, unmanned and space systems to create an integrated command and control, communications and computers, intelligence, surveillance and reconnaissance capability for the Air Force.

He is responsible for the formulation and execution of long-range strategic plans for integration of C4ISR, Air Force experimentation, Air Force modeling and simulation, and communications and information systems, to include information assurance. He is also the senior civilian for the Air Force communications and information functional community.

work-centric globally integrated battle-space.

Constant technological innovation drives the way the Air Force executes its mission.

Our warfighting integration mission requires that as we expand our network-centric capabilities, our tactical and operational skills mix must also evolve, taking advantage of new technological capabilities. We, in the comm and info career field, must look beyond traditional boundaries and learn about, understand and contribute to the effective integration of combat, combat support and business systems within the Air Force and across the joint warfighting mission areas.

Making this happen is a group effort, requiring close collaboration of our military and civilian force development teams. These teams are comprised of individuals from across the DCS, Warfighting Integration, the directorate of Communications Operations — including Air Force career field managers and our PALACE teams at the Air Force Personnel Center.

Also, the Air Force Communications Agency's Civilian Career Force Executive Agent element is developing operational processes to further integrate the civilian corps into the total-force strategy.

The transformation imperative

requires our Total Force Development processes rapidly incorporate the newest technological capabilities; ensuring the best-trained people are using the best technologies for mission accomplishment. To ensure appropriate career growth of Air Force communicators, we are significantly changing the way we provide development and education to our officers and equivalent civilians, taking into consideration modular design of traditionally long-term, in-residence military education.

For our 33S officers, our force development goal is to ensure appropriate development opportunities are provided during tactical, operational and strategic periods of officers' careers. The development will be designed to equip the individual and the Air Force with the necessary capabilities that foster leadership and provide the catalyst to maintain warfighting superiority well into the 21st century. We will implement appropriate changes through deliberate and rewarding challenges in education, training and experience.

Career field managers and AFCA executive agents are also working the enlisted transformation issues, within a four-tier force development model.

Responding to Air Force senior leadership, we are also transforming the way we develop our civilian workforce to become future

leaders and share responsibility with their military counterparts. The corporate approach for future workforce envisions strategically developing civilians to be highly competitive for GS-14, GS-15 and Senior Executive Service positions. This strategy emphasizes leadership capabilities, mobility, education, breadth and depth of training and experience and mentorship. Our administrative and technical level civilians will also have opportunities for education and training to allow career progression into the career professional grades.

Total Force Development is envisioned as a journey — mentoring and guiding our people along the way, and ensuring they have the educational opportunities and tools they need to ensure mission success as well as professional fulfillment. We are committed to Total Force Development — focused toward ensuring the best skilled communications and information workforce is engaged in supporting the warfighting mission. The expertise of our Total Force is our most valuable asset. Continued training and development are our wisest investments.

We are extremely proud of our communications and information workforce. General Hobbins and I look forward to working together with you to transform our force development activities. We take our responsibilities for the career progression and professional development of the total force very seriously, and understand that we are on this transformational journey together.

We welcome your talents and suggestions as we explore new concepts, and adapt our existing and new systems and organizations to meet the challenges of the current and future security environment.

Updates will be presented in future *intercom* articles as we continue to work together to transform our total workforce.

## ENLISTED

FOUR-TIER FORCE DEVELOPMENT MODEL



### Enlisted Force Structure Management

Addresses accession, recruiting, retention, and career field sustainment

### Training

AEF readiness will be integrated into enlisted career paths at all levels—basic military training, tech school and 7-level courses

### Future Force Development Strategy

Continuously assesses the changing operational environment, Air Force CONOPs and emerging technologies that influence the blend of AFSCs, skill sets, and training needed for network-centric operations

### Senior NCO Development

Advanced comm and info management will be incorporated and will groom senior enlisted communicators at the superintendent level.