

## Nominations Sought for Distinguished Civilian Award

*Air Force News Service (Nov. 26, 2014)*

JOINT BASE SAN ANTONIO-RANDOLPH, Texas—Air Force officials are accepting nominations for the 60th Annual Department of Defense Distinguished Civilian Service Award.

This is the highest award presented to DoD career civilian employees whose careers reflect exceptional devotion to duty and extremely significant contributions of broad scope to the efficiency, economy, or other improvements in the operation of the department.

Each major command, field operating agency, and direct reporting unit may submit only one nomina-

tion. Organizations and base-level personnel must contact their major command, combatant command, field operating agency, or direct reporting unit for applicable suspense dates and additional information regarding nomination procedures.

Nominations are due to the Air Force Personnel Center by Feb. 24.

For more information about the DoD Distinguished Civilian Service Award, visit [http://www.dtic.mil/whs/directives/corres/pdf/140025\\_vol451.pdf](http://www.dtic.mil/whs/directives/corres/pdf/140025_vol451.pdf).

## Army Expanding Leadership and Talent Development Opportunities for Civilian Corps

*ARMY NEWS SERVICE, CIVILIAN WORKFORCE TRANSFORMATION (OCT. 29, 2014)*

*Audra Calloway*

WASHINGTON—In an effort to increase talent management opportunities for civilian employees, the Army recently polled 400 civilians in GS-11 and GS-12 positions across all Army Career Programs to determine what types of training and professional development opportunities appealed to them.

The Emerging Enterprise Leader web-based questionnaire results, along with focus group outcomes and industry best-practices research, will help shape the Emerging Enterprise Leader (EEL) talent development program.

“The goal of the Emerging Enterprise Leader program is to provide leadership development opportunities to GS-11 and GS-12 graded employees who have the potential and desire to lead,” said Scott Rowell, Civilian Workforce Transformation (CWT) Integrator.

“The questionnaire allowed us to hear from employees who are likely to participate in the program so that we can create opportunities that interest them,” he said.

The Army implemented the Senior Enterprise Talent Management (SETM) program in 2012 to develop and maintain enterprise-focused GS-14 and GS-15 senior civilian leaders. The Army is also finalizing a companion program to SETM, focusing on GS 13s, titled Enterprise Talent Management (ETM).

The EEL program will address gaps in available leader development programs for GS-11 to GS-12s.

The questionnaire showed that self-study learning was the training/development option participations were most likely to pursue. Examples of self-study on topics of interest included podcasts and distance learning.

A large percentage of respondents also favored in-residence education, training with industry, developmental assignments, and mentoring.

“We want our Army to remain the best-manned, best-equipped, best-trained, and best-led force as it transitions to a leaner, more agile force that remains adaptive, innovative, versatile, and ready as part of Joint Force 2020. These leadership development opportunities will build a pool of well-qualified candidates for future Army enterprise leadership positions,” Rowell said.



Gen. David G. Perkins, commanding general of U.S. Army Training and Doctrine Command, talks to TRADOC civilians about the future of the U.S. Army during a professional development session, Nov. 4, 2014, at Fort Eustis, Va. U.S. Army photo

**Perkins to Civilians: See the Big Picture, Solve the Big Problems**

ARMY NEWS SERVICE (NOV. 12, 2014)

Anthony O'Bryant

FORT EUSTIS, Va.—The leader of the command responsible for shaping the future U.S. Army shared some of his leadership principles and insights with Army civilians during a professional development session here, Nov. 4.

Gen. David G. Perkins, commanding general of U.S. Army Training and Doctrine Command, began the discussion at Fort Eustis' Wylie Theater with an overview of TRADOC's role in the big picture, so civilians could better understand how they support the command—and the Army.

"Our job, in the institutional part of the Army, is to make sure that when our soldiers are sent into battle, they have the full weight and might of the United States behind them," he said.

From the institutional point of view, that means TRADOC's job is to make sure the Army's brigades and battalions are filled with soldiers who are well-trained, educated and equipped. But equipping soldiers is more than just issuing rifles, pistols, or artillery, he said. It's making sure that soldiers have been given the right ideas, grounded in solid lessons learned, so they are prepared to solve problems.

"TRADOC is the intellectual foundation of the future of the Army. We are the ones who think through all the concepts and doctrine, and it starts with your ideas. Eventually, it ends up in tanks and Bradleys, but it starts with you," said Perkins.

Solving the right problems was a major principle Perkins shared with the more than 200 civilians in attendance and thousands of others across the command who listened on-line.

"Remember—as you get promoted to higher and more senior positions, it is more important for you to spend your time asking the big questions and focusing on the right problems, instead of wasting time chasing small answers," said Perkins.

To illustrate his point, Perkins discussed the recently released Army Operating Concept and how his team, led by Lt. Gen. H.R. McMaster and the Army Capabilities and Integration Center, focused on asking and addressing the Army's big questions and that answers to those questions will drive the force for generations.

Perkins said he believes that TRADOC was originally built after Vietnam to drive dramatic change for the Army, and will do so again during this period when the force needs to reposition for the future.

"We design and build the Army. TRADOC changes the Army—that is what we do. Our job is not to maintain the status quo. Other Services and countries visit us to see how we do it because we are good at it, and we have a history of it," said Perkins.

To further emphasize TRADOC's importance to the Army, Perkins pointed to Command Sgt. Maj. Daniel A. Dailey, TRADOC's senior enlisted adviser, who will become the next sergeant major of the Army. Dailey will join Gen. Martin Dempsey, the current chairman of the Joint Chiefs of Staff, as recent TRADOC leaders who have moved onto pivotal Army and Department of Defense positions.

"I think it is another indication of how serious the Army is about change—they chose the next sergeant major of the Army from TRADOC, because that's where you get quality people who know how to change the Army," said Perkins.

Perkins encouraged the audience to question themselves and whether their actions contribute to the prestige and honor of the Army.

While the exact definition of *esprit de corps* varies from culture to culture, and from organization to organization, the attribute of honor often comes up when defining *esprit de corps* within military organizations.

"It is very powerful to see others interact with a sense of honor. They are representing not only themselves, but their organization and the United States Army. They have a sense that they are a steward of the reputation of the Army for decades to come," Perkins said.

Perkins ended the discussion by imploring the audience to go out and engage with others to explain the size and scale of the Army because many have no idea what the Army does every day.

"It's amazing when you stop and think that the Army is an organization of 1.2 million soldiers with a multibillion-dollar budget that hires 10,000 new soldiers every month, and gives 500 soldiers a new job every day," said Perkins. "The Army gets things done because of people like you. We have a very dedicated workforce that has given a lot to our profession, and that makes us very unique."

### **Developing Leaders is NDU's Core Mission, Dempsey Says**

DEPARTMENT OF DEFENSE NEWS, DEFENSE MEDIA ACTIVITY  
(NOV. 18, 2014)

Jim Garamone

FORT LESLEY J. McNAIR, Washington, D.C.—Developing leaders that champion innovation is the core mission of the National Defense University, the chairman of the Joint Chiefs of Staff said at the assumption of the presidency of the institution today.

Army Gen. Martin E. Dempsey placed the flag of the university in the hands of Marine Corps Maj. Gen. Frederick M. Padilla, who took over as president of "the Chairman's university" from Ambassador Wanda L. Nesbitt during a ceremony at Lincoln Hall here.

The National Defense University is the premier joint professional military education institution in America. In addition to military officers, students include DoD civilians, civilians from other government agencies, and international students.

"Of all the things that we have to preserve in the National Defense University, it is that interagency, whole-of-government, multinational relationship building that will get us through what the future holds for us," Dempsey said during remarks at the ceremony.

### **Preparing Senior Leaders**

The university prepares students to be leaders in the national security world. Graduates are general or flag officers, ambassadors, and other senior leaders in other national security fields. They must be prepared to confront the world they find.

"I deal as the chairman of the Joint Chiefs with two sets of problems," Dempsey said. "One set of problems is related to state-on-state interactions."

These state-on-state interactions are generally "knowable," the chairman said. Nation states have a body of knowledge among them. They have a history and that accumulated experience helps all understand how to interact as nations and what part the military instrument of power plays in these interactions, Dempsey said.

Militaries in state-on-state interactions tend to differentiate themselves by size and technology, the chairman said.

The other set of problems is unknowable, he said. "They are complex in the sense that every time you touch them, you change them, and when you change them you have to

readjust your thinking about them," Dempsey said. This includes terrorism, transnational criminal cartels, even international and national disasters and humanitarian crises.

"The use of the military instrument of power against non-state actors—or even against infectious disease as we've found—are actually uses that are unknowable," Dempsey said.

"In that world the way we differentiate ourselves is not by size and technology, but rather by the rate of innovation," the chairman said.

### **Success Depends Upon Innovation**

The fruits of success "will go to he or she that innovates more rapidly, more thoughtfully, and more effectively," the general said.

NDU gives students the opportunity to think about and prepare for these issues, "because very quickly after graduation your time to think will shrink rather rapidly," the general said.

"What you learn and absorb here, and the person you are when you leave here, and the relationships you've built, that can't be copied, can't be sold, can't be replicated," the chairman said, "That's what provides us with the decisive edge for the world that we face."

The chairman said university leaders will make changes as needed so that NDU continues as "the preeminent leadership development institution in the world."

### **AF Closes FY14 Force Management Programs**

*SECRETARY OF THE AIR FORCE PUBLIC AFFAIRS (NOV. 21, 2014)*

WASHINGTON—Airmen who met the Service's reduction in force board were notified of the board's results Nov. 19, bringing the fiscal year 2014 force management programs to an end.

The RIF board selected 354 captains and majors across the Air Force for non-retention, half of the number the Service previously projected it would separate.

Line of the Air Force captains in year groups 2006 through 2008 and line of the Air Force majors in year groups 2001 through 2003 across 20 Air Force specialties were considered. The board retained 1,976 of the 2,330 eligible officers. Those not selected for retention will separate by April 30 or retire, if eligible, by May 1.

"The RIF is just the latest example of the tough choices we've had to make given current budget constraints," said Lt. Gen.

Sam Cox, the deputy chief of staff for manpower, personnel and services. "This has been a difficult year for everyone involved in the reductions. We've been forced to downsize and eliminate exceptional airmen from our ranks."

Overall the Air Force has achieved goals from the fiscal 2014 force management initiatives in terms of sizing and shaping the Air Force to meet DoD strategic and budgetary guidance. As a result, all open voluntary force management program windows will close effective Nov. 30.

In closing the fiscal 2014 force management programs, the Air Force had 19,833 airmen who separated or retired under one of the various programs. Of these, nearly 70 percent or 13,704 did so through voluntary force management programs.

"Although the majority of our airmen made the decision to separate or retire voluntarily during our reductions," Cox said, "we lost a significant number of talented, trained airmen who have and would have continued to make valuable contributions to our Air Force had we not otherwise had to make difficult budget decisions."

In fiscal 2014, the Air Force approved more than 13,700 applications for voluntary separation or retirement through a combination of programs. Both monetary and non-monetary incentives were available, including the use of the temporary early retirement authority, voluntary separation pay incentives, limited active-duty service commitment waivers, time-in-grade waivers, enhanced Palace Chase, and the Officer 10-8 Commission Waiver Program.

Voluntary programs resulted in:

- A total of 3,210 officers and 10,494 enlisted airmen retirements and separations;
- 538 officers and 2,507 enlisted airmen approved for TERA;
- 1,107 officers and 3,422 enlisted airmen approved for VSP; and
- 1,565 officers and 4,565 enlisted airmen retirements and separations were approved through non-monetary incentives.

Additionally, since July 2013, more than 1,500 airmen have made the commitment to continue their service in the Air Force Reserve or Air National Guard.

In early 2014, Air Force leaders decided to bolster manning for nuclear-related career fields. This action, coupled with approved voluntary applications, non-force management related retirements and separations, and other adjustments to

force structure resulted in significant reductions in the number of airmen eligible to meet involuntary boards. The number of officers and enlisted airmen eligible for involuntary programs was significantly reduced from almost 98,000 in January to approximately 16,800, who were ultimately considered for involuntary separation programs.

Involuntary officer programs resulted in:

- 5,072 officers meeting selective early retirement boards, enhanced selective early retirement boards, force shaping boards and the reduction in force boards;
- 462 officers were selected for early retirement;
- 568 officers were selected for separation.

Involuntary enlisted programs resulted in:

- 11,726 enlisted personnel eligible for date of separation (DOS) rollback, quality force review board (QFRB), and enlisted retention boards (ERBs);
- 143 enlisted airmen separated under DOS rollback;
- 3,535 not selected for retention by the QFRB; and
- 1,421 not selected for retention under the ERBs.

Ultimately the voluntary and quality-based programs reduced the numbers of involuntarily separated officer and enlisted airmen to 5 and 7 percent of the total reductions, respectively.

"Reductions of this magnitude are never easy," Cox said. "We recognize and appreciate the tough decisions made by those airmen and families who were personally impacted, as well as the supervisors and commanders charged with seeing these processes through. Our obligation at this point has been and will continue to be to do everything possible to assist our airmen in their transition from active duty to the Reserve, [Air Guard], or civilian sector."

The Air Force is currently in the process of determining what, if any, fiscal 2015 force management programs will be required and will make a formal announcement in the coming weeks.

### **Officers, Civilians Selected for Developmental Education Opportunity**

*Debbie Gildea*

AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS (NOV. 25, 2014)

JOINT BASE SAN ANTONIO-RANDOLPH, Texas—The 2014 Intermediate, Senior, and Civilian Developmental Education Designation Board held Oct. 21 selected 796 officers and 150 civilians for intermediate and senior developmental education (IDE and SDE), Air Force Personnel Center officials announced Nov. 24.

"Developmental education supports the continuum of education necessary to develop strategic leaders who will ensure the future force is trained, equipped, and ready for the challenges ahead. As a result, selection is a very competitive and deliberate process," said Master Sgt. Kimberlyn Smith, the AFPC military developmental education superintendent.

This year, 10,466 eligible officers were considered for 796 slots.

Selection for civilian intermediate and senior developmental education slots is also very competitive, and from 487 candidates, 123 primary and 27 alternates were selected, according to Loretta Brown, with the AFPC Civilian Force Integration Directorate Leadership Development branch.

In addition to IDE and SDE, the Air Force also selected civilians for basic developmental education (BDE). BDE selections for Civilian Acculturation and Leadership Training, Squadron Officer School, Defense Civilian Emerging Leader Program, Education with Industry, and the Air Command and Staff College Online Master's Program are vetted through the career field and developmental teams for final selections.

"All DE selections are based on employees' potential to help guide the Air Force toward mission accomplishment," Brown said. "These developmental opportunities are critical to ensure civilian leaders are fully integrated in leadership and decision-making teams."

Airmen selected for IDE and SDE will attend advanced training and senior leader development programs including Air War College, the Executive Leadership Development Program, and more.

For more information about developmental education opportunities and to see the list of selectees, go to myPers, at <https://gum-crm.csd.disa.mil/app/login/redirect/home/session/L3RpbWUvMTQxNzcxMjAxNy9zaWQvbUpvQm-kzOW0=>. Select "Search All Components" from the drop down menu and enter "CY14 Intermediate and Senior Developmental Education (IDE/SDE) Designation Board and Civilian Developmental Education (CDE) Designation Board Results" in the search window.

### **AFA Outstanding AF Civilian Employee of the Year Nominations Due**

AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS (NOV. 25, 2014)

*Janis El Shabazz*

JOINT BASE SAN ANTONIO-RANDOLPH, Texas—Air Force officials are accepting nominations for the Air Force

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## Career Development

Association (AFA) Outstanding Air Force Civilian Employee of the Year.

Each year, the AFA recognizes Air Force civilian employees for outstanding achievement in four categories:

- Civilian Wage Employee (all federal wage system employees)
- Civilian Program Specialist (GS-1 through GS-11)
- Civilian Program Manager (GS-12 and GS-13)
- Civilian Senior Program Manager (GS-14 and GS-15)

Organizations and base-level personnel must contact their major command, combatant command, field operating agency, or direct reporting unit for applicable suspense dates and additional information regarding nomination procedures.

Each MAJCOM, COCOM, FOA, and DRU may nominate one person for each category.

Completed nomination packages are due to the Air Force Personnel Center by **Jan. 8.**

For more information on Air Force recognition programs and other personnel issues, visit the myPers website at [http://www.dtic.mil/whs/directives/corres/pdf/140025\\_vol451.pdf](http://www.dtic.mil/whs/directives/corres/pdf/140025_vol451.pdf).