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AIR FORCE PRINT NEWS (MAY 12, 2008) DEFENSE FORUM HIGHLIGHTS NEED FOR SCIENTISTS, ENGINEERS

Derek Kaufman

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Air Force and U.S. officials forecast a serious shortage of scientists and engineers.

That assessment was made by Joe Sciabica, executive director of the Air Force Research Laboratory, during a Regional Defense Forum May 6.

About 370 business and government leaders attended the event to foster aerospace industry and small business understanding of what's happening inside the fence at one of the Air Force's largest and most diverse installations.

"We are facing a crisis in this nation," Sciabica said, referring to a loss of technical talent and experience as an aging workforce of scientists, engineers, and mathematicians prepares for retirement.

"What alarms me more is that the professors to teach the next generation are also retiring," he added.

Sciabica's immediate challenge is to hire a highly specialized workforce to support consolidation of human performance and sensors research and development at Wright-Patterson AFB. Base Realignment and Closure 2005 decisions will bring about 1,200 military and civilian personnel here from several research sites across the country. Most will fall under AFRL's 711th Human Performance Wing and Sensors Directorate.

Historically, based upon lessons of previous BRAC rounds, a very small percentage of civilians elect to relocate when their positions are moved, said Jacqueline Fisher, director of the 88th Air Base Wing BRAC Office. So talent must be hired from other DoD installations, industry, and academia.

The positions AFRL seeks include behavioral scientists, microbiologists, chemists, human factors engineers, physicists, electrical engineers, contracting, and financial management personnel, Sciabica said.

Fisher said about 33 percent of new hires will have bachelor's degrees, 33 percent will have master's degrees, while another 33 percent will have their doctorate.

People must be hired and in place to meet the BRAC public law deadline, which requires missions up and in operation by Sept. 15, 2011.

Sciabica said he's confident with strong community advocacy and partnerships that Air Force officials will meet the challenge and hire people with the right mix of skills to meet needs. The end-state vision is for Wright-Patterson AFB to become the home of "centers of excellence" for human performance and sensors research.

Filling the positions over the next few years will require a national recruitment effort, said Brad Antle, president of SI International, an industry representative who participated on the panel discussion.

"We need to convince people why Dayton is a great place to work and raise a family," Antle said, noting he would happily trade his Washington, D.C., area commute for one in the Dayton region.

Speaking directly to small business leaders in attendance, Sciabica underscored they play a vital role and explained how Air Force officials have small business advocates to help them understand how to compete for research and construction contracts. He mentioned <www.FedBizOpps.gov> and <www.selltoairforce.org> as two useful starting points, although networking and relationships are key.

"The biggest and by far best [way to market a business] is one-on-one personal contact," he said.

Sciabica acknowledged partnerships and collaboration with industry and the academic world are absolutely critical to AFRL in meeting current and long-term human resource challenges in science, technology, engineering and mathematics, or STEM, disciplines. He advocated funding for STEM education of youth, both locally to capitalize on the presence of AFRL labs and mentors, and nationally. He also highlighted the success of AFRL summer hire and co-op programs.

"If we can get the younger generation into our research areas for a summer or two or three, they tend to get hooked," he said.

The clincher, he added, is when they see the opportunity to translate their technical academic degrees into solving real-world problems for the nation.

Kaufman writes for 88th Air Base Wing Public Affairs.

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SPECIAL TO AMERICAN FORCES PRESS SERVICE (MAY 14, 2008)

AMERICA SUPPORTS YOU: 'BOOTCAMP' GIVES VETS ENTREPRENEURIAL EDGE

Annette Crawford

BROOKS CITY-BASE—Starting your own business can be a daunting venture, even under the best of circumstances. But add to that the challenges of being a Service-disabled veteran, and the experience can be overwhelming.

That scenario troubled Mike Haynie, a former Air Force major. A few months after beginning his new career as assistant professor of entrepreneurship and emerging enterprise at Syracuse University's Whitman School of Management in upstate New York, Haynie set out to help those veterans.

He felt "very linked in and connected to what was going on in the military, particularly in Iraq and Afghanistan," he said, and had read newspaper articles about the challenges servicemen and women face when they return

home with a disability as a result of their military service.

"At the same time, I had been doing some academic research on why people choose small-business ownership and entrepreneurship as a career," Haynie said. He found that people who are disadvantaged—whether socially, economically, or physically—are drawn to business ownership and entrepreneurship.

"People with disabilities are more than twice as likely to be self-employed than the general population in the U.S.," he said. "It occurred to me that here I am, at the No. 1 ranked entrepreneurship program in the country as a professor and [with] a background in entrepreneurship—why couldn't we do something? So I took that to my dean, who is a Vietnam-era vet. And before I even got halfway through my pitch, he stopped me and said, 'We're doing this.'"



Professor Mike Morris addresses members of the first Entrepreneurial Bootcamp for Veterans at the Whitman School of Management at Syracuse University in July 2007. Morris is the Witting Chair in Entrepreneurship at Whitman.

Photo courtesy Syracuse University

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“This” is the Entrepreneurship Bootcamp for Veterans, a free program that began at Syracuse University in 2007 and is expanding this summer to three other campuses: UCLA Anderson School of Management, Florida State University’s College of Business, and Mays Business School at Texas A&M.

The program involves three phases. The first has a self-study curriculum facilitated by online discussion and assessment, and the students develop their own business concepts.

During Phase II, the students are immersed in business principles and practices during a nine-day residency at one of the four EBV universities. It features hands-on workshops and lectures from entrepreneurship faculty representing nationally ranked programs, plus presentations from Fortune 500 business leaders. Students receive a year of ongoing support and mentorship from EBV faculty experts during the final phase.

The program’s name is well-deserved, according to some of its first participants. “I had the traditional school setting in mind,” said John Raftery, who served in the Marine Corps for more than four years. “The whole experience itself was entrepreneurial-like. You were learning about it and also doing it. It was challenging.”

Raftery has seen the bootcamp pay off with big dividends. He formed Patriot Material Handling in Midlothian, Texas, with a business partner who has been in the material-handling business 15 years. His company recently landed a large contract with the Navy, and Raftery said he owes that success to the bootcamp program, where he learned about leveraging resources.

“Everything I learned [in the program] has applied in every area. Surround yourself with people who are smarter than you. Sometimes it’s hard, because you want to be the go-to guy,” Raftery said. “I’ve created a team of people with diverse capabilities, and our value proposition is that we’re former military and we’ve held clearances and we understand how the military and the government work, not to mention it’s special for us. We understand the mission that we’re supporting.”

Admission to the program is fairly straightforward. There is no deadline to enroll in the Entrepreneurship Bootcamp for Veterans, which operates on a rolling admissions policy. Acceptance decisions are made as people apply, and assignment decisions are made as to which school they will attend. With a first-come, first-served policy, once the

seats are full, a person’s application will be rank-ordered by when it was received and offered a seat in next year’s program, Haynie said.

Crawford works at the Air Force Small Business Solutions Center.

AMERICAN FORCES PRESS SERVICE (MAY 15, 2008) **GATES LAUDS MOVES TO BOLSTER CIVILIAN AGENCIES**

Jim Garamone

WASHINGTON—Calling civilian government agencies a “combat multiplier,” Defense Secretary Robert M. Gates said last night that he’s encouraged by moves to bolster the support that agencies can provide to fight the war on terror.

Speaking at the Academy of American Diplomats, the secretary said there is bipartisan support on Capitol Hill to devote more resources to the State Department and other civilian agencies.

Since the war on terror began, President Bush, defense officials, and military officers have stressed that all parts of the federal government must work together to combat extremists—that the military can put in place conditions for security, but civilian agencies are the repositories of expertise on governance, economics, agriculture, and so on. Countries like Iraq and Afghanistan need these skills to cement progress in place.

“There is a need for a much greater integration of our efforts,” Gates said. “There is clearly a need for a better way to organize interagency collaboration.”

Defense personnel have always worked in the State Department, but now State Department personnel are assigned to DoD, especially with the combatant commands. The newly formed U.S. Africa Command, for example, has a large number of State Department personnel assigned to the organization. U.S. Southern Command also has a large number of personnel from civilian agencies as integral members of the command.

The civilian expertise is especially needed “when we’re being out-communicated by a guy in a cave,” Gates said.

The problem with the civilian agencies providing the personnel has not been a lack of will, but a lack of capabilities, Gates said. The State Department has about 6,600

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Foreign Service officers. To put it in perspective, that's barely enough to crew one carrier battle group in the Navy, the secretary said.

The upshot is that when civilian agencies cannot deploy personnel, servicemembers step in to take up the slack. The provincial reconstruction teams in Afghanistan and Iraq are primary examples of this, Gates said. The teams, which have slots for officials from the departments of agriculture, commerce, treasury, justice, and so on, were staffed by military personnel so the effort could get up and running quickly.

"There aren't deployable people in agriculture and commerce and treasury and so on that are prepared to go overseas," Gates said.

And these skills are desperately needed, he emphasized. "My view is we are not properly structured to deal with the challenges of the 21st century, which are very complex and have to do not only with security issues but economic development, rule of law, governance, and so on," Gates said.

The State Department has asked for a further 1,000 Foreign Service officers and a significant increase in budget for fiscal 2009. Legislation on Capitol Hill would establish a Civilian Reserve Corps. The proposal is in three parts: a couple of hundred full-time people ready to respond at a moment's notice, a cadre of civilians in agencies around the federal government who could be called up to serve anywhere in the world, and civilians in private life who could—like the National Guard—serve when "federalized."

"The military calls it a force multiplier when they get these civilians on the ground," Gates said.

The national security organization is essentially unchanged since it was enacted in 1947. DoD has let a contract to see what a new National Security Act would look like if it were enacted this year, the secretary said.

"I, frankly, don't have the answers," he said. "We've got a contract out ... to some academic institutions and think tanks to see if we can't come up with some ideas."

He said he hopes the results from the study will give the new administration some options to pursue in the challenging security environment.

AIR FORCE PRINT NEWS (MAY 15, 2008) **AIR FORCE OFFICIALS AWARD STRATEGIC PARTNER CONTRACT**

WASHINGTON—Air Force officials here recently announced the award of the Personnel Services Delivery Transformation–Strategic Partner contract to Lockheed Martin Services, Inc.

The PSDT-SP includes strategic planning, business process re-engineering, change management, and total force service center implementation designed to assist the Air Force in transforming methods of personnel services delivery.

The contract also maximizes efficiency of current operations by consolidating efforts previously provided by 27 different contracts primarily involving support for the Military Personnel Data System and other legacy information technology systems.

"This contract will ensure our processes ultimately enhance airmen's accessibility to conduct personnel transactions," said Lt. Gen. Richard Y. Newton III, the deputy chief of staff for manpower and personnel.

The initial contract is for \$119.9 million during three years of performance—one year with two optional years. If required, this indefinite delivery/indefinite quantity contract contains provisions for ordering additional effort beyond the three years of performance for a total potential value of \$234 million.

This partnership concentrates on process changes in preparation for the Defense Integrated Military Human Resources System delivery and transforms current processes to a total force focus. The PSDT-SP is managed by the director of plans and integration, under the deputy chief of staff for manpower and personnel, in Washington, D.C.

AIR FORCE PRINT NEWS (MAY 20, 2008) **PROMOTION, DEVELOPMENTAL EDUCATION RELEASES COMBINED**

RANDOLPH AIR FORCE BASE, Texas—Air Force officials here recently announced they will begin combining the public releases for officer promotions and developmental education announcements as part of an ongoing effort to streamline personnel processes.

The new initiative will start later this year with the September 2008 lieutenant colonel line of the Air Force central selection board.

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“Combining these releases is smarter and much more efficient,” said Brig. Gen. Darrell D. Jones, director of Force Management Policy at the Pentagon. “This change reduces the workload involved in processing two separate releases for each officer promotion board, and it eliminates the delay between promotion notification and DE ‘select’ notification.”

In June 2002, officials began announcing officer promotion results and professional military education candidates separately to place more emphasis on the promotions.

“Because DE opportunities have expanded, ‘re-coupling’ these releases makes more sense now and will save the Air Force time and resources in the long run,” Jones said.

DEPARTMENT OF DEFENSE NEWS RELEASE (MAY 22, 2008) **DOD SUBMITS PROPOSED NSPS REGULATIONS TO FEDERAL REGISTER**

The Department of Defense and the Office of Personnel Management have issued proposed joint regulations revising the National Security Personnel System, one of DoD’s human resources management systems. NSPS was originally authorized by the National Defense Authorization Act for Fiscal Year 2004 and amended by NDAA 2008.

While Congress made significant changes to the underlying NSPS statute, the core features of NSPS remain essentially intact, including the pay banding and classification structure, compensation flexibilities, and pay for performance system.

The NDAA—

- Brings NSPS under government-wide rules for labor-management relations; disciplinary and adverse actions and employee appeals of adverse actions; and workforce shaping (reduction in force, furlough, and transfer of function)
- Excludes Federal Wage System (blue collar) employees from coverage under NSPS
- Extends and expands exclusion from NSPS coverage for certain DoD laboratories through October 1, 2011
- Requires DoD to collectively bargain when implementing NSPS for DoD bargaining unit employees
- Requires advanced congressional notification for OPM/DoD jointly prescribed NSPS regulations

- Mandates that all employees with a performance rating above “unacceptable” or who do not have a current performance rating receive no less than 60 percent of the annual government-wide General Schedule pay increase (with the balance allocated to pay pool funding for the purpose of rewarding employees with pay increases based on their performance)
- Requires that all NSPS employees with a performance rating above “unacceptable” or who do not have a current performance rating receive locality pay in the same manner as General Schedule employees.

In addition to making regulation changes resulting from NDAA 2008, additional updates that adjust and clarify other NSPS principles include—

- Enabling NSPS coverage for employees appointed for less than 90 days
- Providing a conversion/movement out process for employees moving to GS positions, to ensure consistent pay setting practices for NSPS employees
- Allowing employees to request reconsideration of an individual job objective rating, in addition to the ability to request reconsideration of the overall final rating of record
- Grandfathering GS pay retention timelines for employees covered by GS grade or pay retention rules at the time of their conversion to NSPS.

The NSPS proposed regulation is posted on the Federal Register and may be accessed online at <www.gpo.access.gov/fr/index.html>.

The public was invited to submit written comments during a 30-day period, after which remarks were collected, analyzed, and considered for incorporation in the regulations. Final publication is anticipated this fall.

The updated NSPS regulations govern how classification, compensation, and performance management flexibilities will be implemented.

NSPS remains on schedule and will continue implementation throughout the DoD. Currently, NSPS covers approximately 180,000 DoD civilian employees. The next DoD organizations will convert over to NSPS in the late 2008–early 2009 timeframe.