The Hybrid Market System

SOS 16B Think Tank Group 3

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Overview

- Problem Statement
- Environment
- Current State
- Recommendation
- Challenges
- End State
- Summary

The World We Face

Problem Statement

Rigidity of prevailing Air Force officer career progression paradigms inhibits the recruitment, development, and retention of the **human capital** needed to meet the *challenges of the future*.

Flexible

Innovative

Responsive

Environment

Vision for Change

Opaque Processes

Waiting out Leadership

Ops Tempo

Institutional Concrete

Risk Aversion

Resistance to Change

Rigidity

Desire for Change

Burn Out

"Bleeding Talent"

QoL

Environment of SOS 16B

Vision for Change

Opaque Processes

Waiting out Leadership

Ops Tempo

Institutional Concrete

Risk Aversion

Resistance to Change

Rigidity

Job Politics (β=8.97, t=4.60, p<.001)
Operational Tempo (β=3.68, t=2.43, p<.05)
$F(2, 71)$=20.14, p<.001
R=.602, r^2=.362

Quality of Life Issues (β=5.72, t=3.59, p<.01)
Family Stability (β=3.51, t=2.23, p<.05)
$F(2, 71)$=12.69, p<.001
R=.513, r^2=.263

Desire for Change

Burn Out

"Bleeding Talent"

QoL

Current State: Development

COUNCIL on FOREIGN RELATIONS

AIR UNIVERSITY

AFCLC
UNITED STATES AIR FORCE CULTURE & LANGUAGE CENTER

THE WHITE HOUSE
WASHINGTON

VE RI TAS
HARVARD

AF INSTITUTE OF TECHNOLOGY

THE UNIVERSITY of NEW MEXICO

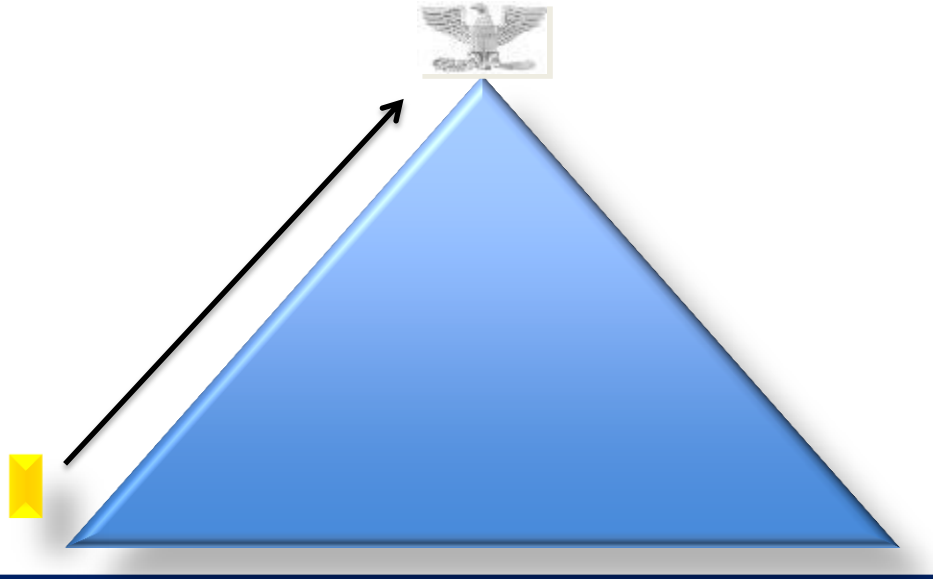
"I received an email. I only had 24 hours to make a life changing career decision on whether or not I wanted to apply for crossflow to the B-2 at that point in time; I fly C-17s. When I called to apply, I was informed the deadline had already passed. Through my own follow-up, I realized the group suspense was early and the application could still happen."

- C-17 Pilot, SOS 16B

Current State: Progression

Career Checklist

- ☐ SDE
- ☐ Joint
- ☐ DO
- ☐ Staff
- ☑ IDE
- ☑ Flt/CC



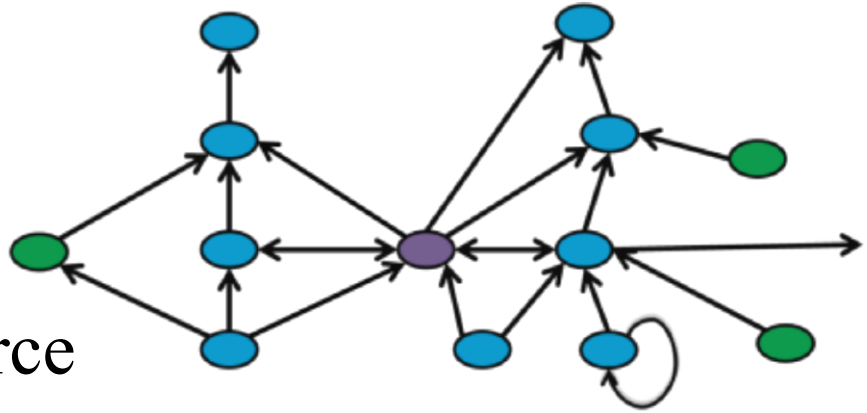
"Because promotions are based on a strict timetable and because they are near-automatic given the high rates through lieutenant colonel, it's almost solely based on seniority. Anymore, it's not 'good' merit that gets you promoted but it's 'bad' merit that will not get you promoted."

- Vignette from ***Bleeding Talent***, Tim Kane 2012

Recommendation

The Hybrid Market System

- Career Ownership
- Private Sector Cross-Flow
- Flexible and Responsive Force



The right person in the right place for the individual and the Air Force.

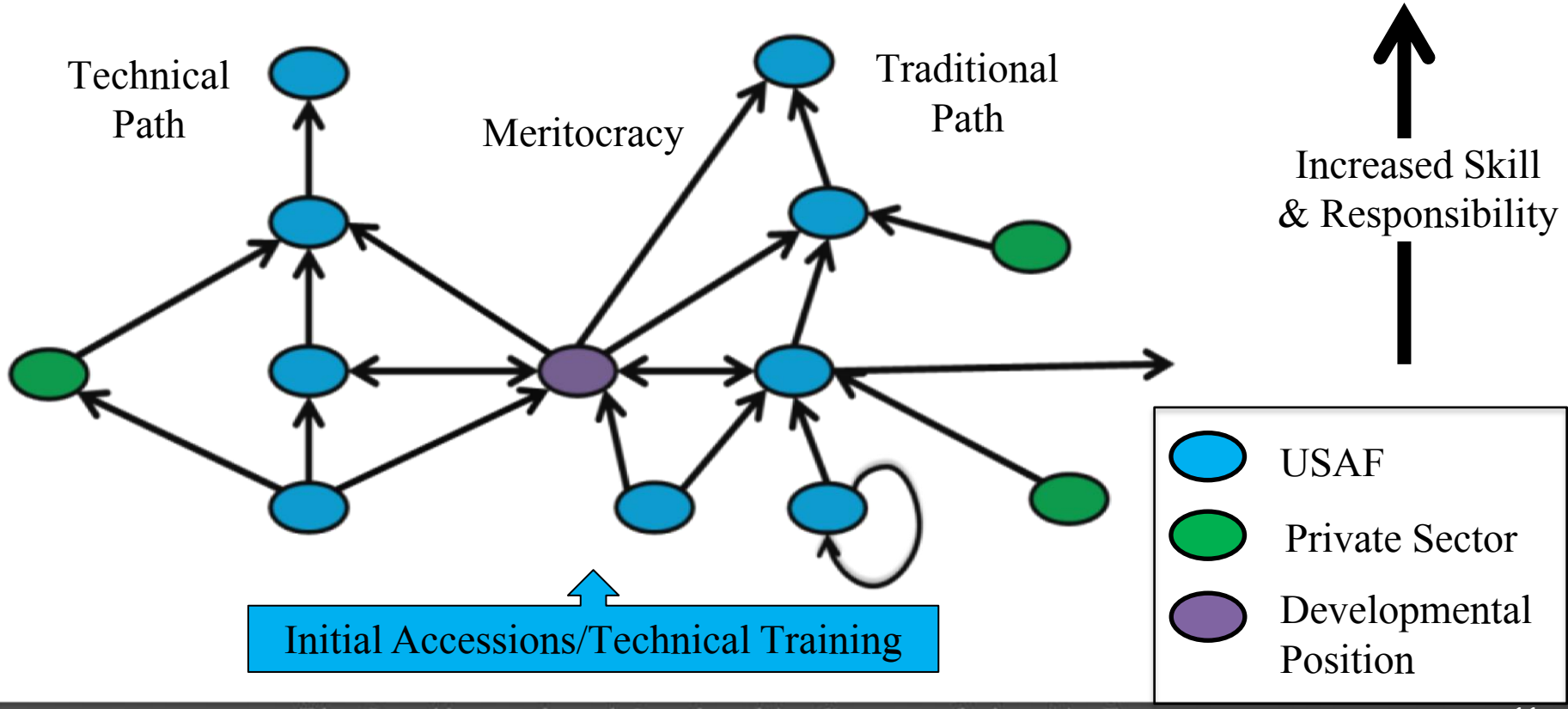
AFPC of the Future

- Manage First-Term Officer Accessions
- Establish Baseline Requirements
- Establish Salary Ranges and Incentives
- Regulate Hiring Cycle
- Oversee Developmental Programs

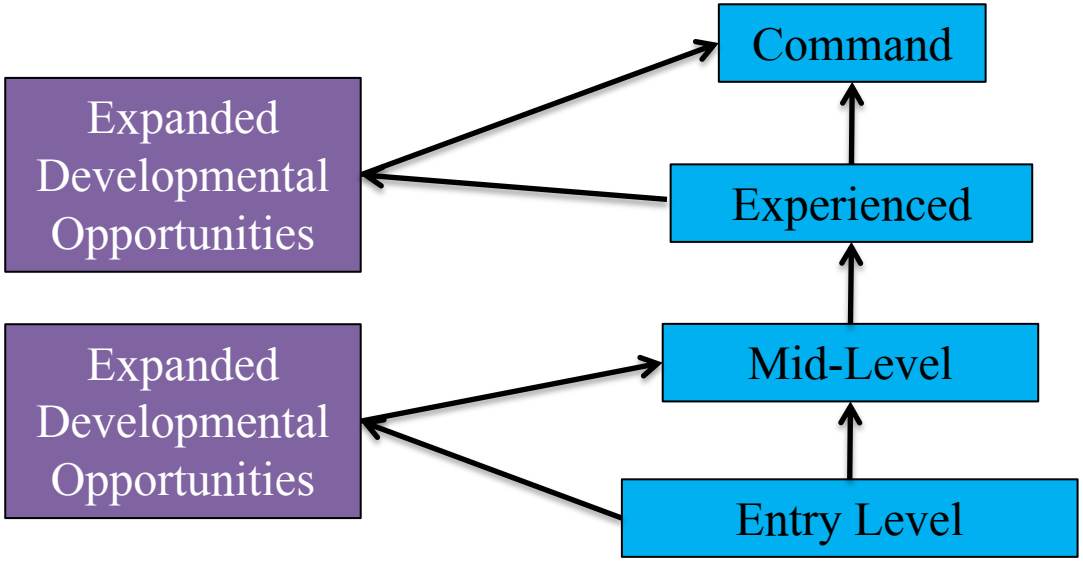
9th Bomb Sq, Intel OIC:

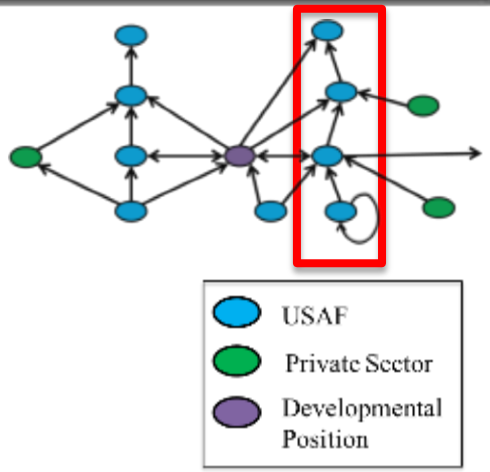
- Resume
- Letter of Recommendation
- 2 yrs 14N experience
- CMR Certified
- TS/SCI Clearance
- PPT Ranger Tab (Preferred)

The Hybrid Market System



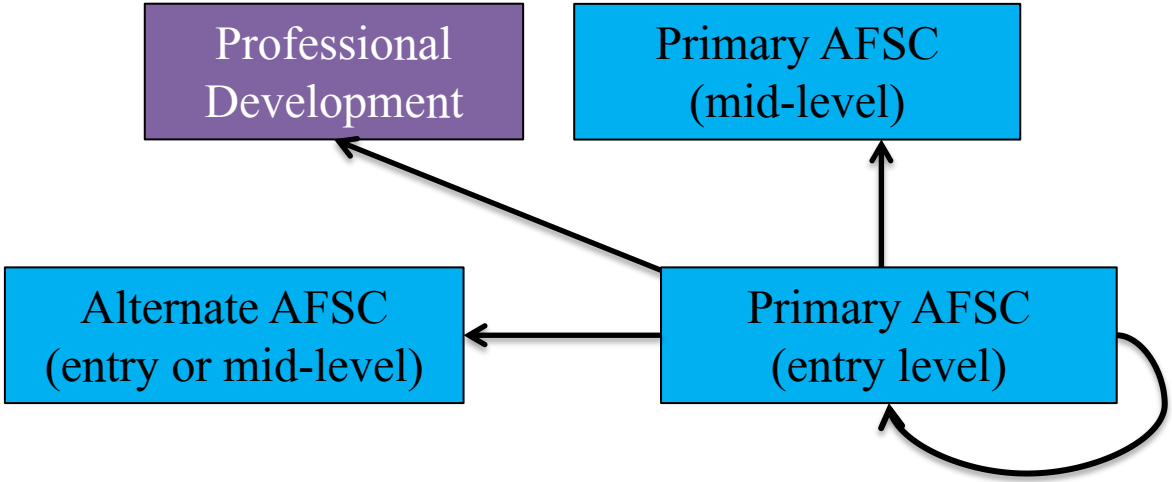
Traditional Path

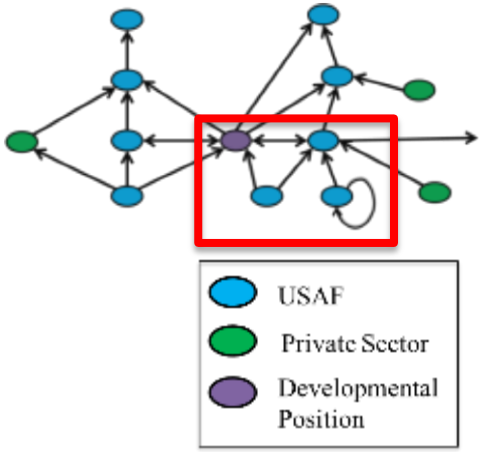




"I want to be a commander someday, but given the current environment and my unique situation I am forced to choose between SAASS and command." -AFSOC Major

Flexibility

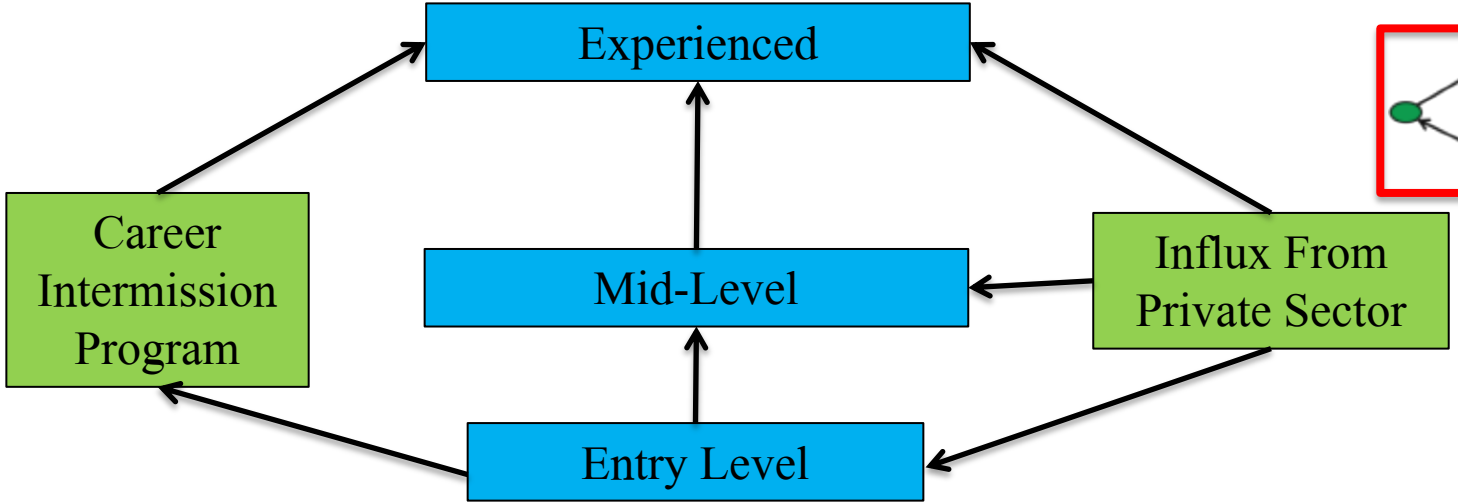


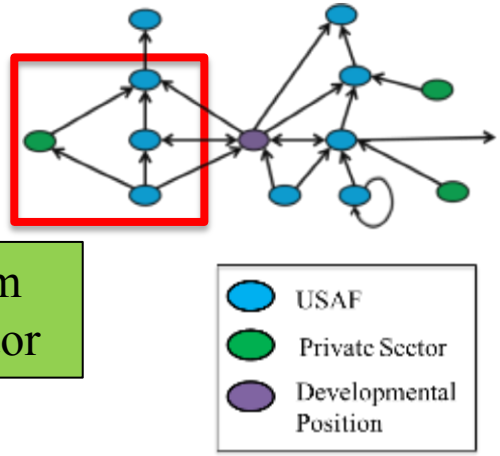


"I tackled every challenge the AF threw at me. I was an IWIC select, but turned it down. I applied to the CSAF Prestigious PhD Program, but they told me I was not eligible because I was not currently a captain (I would have been by the selection date). Now I am finishing my PhD at Columbia as a civilian."

-Former Intel Captain, BS/MS MIT

Private Sector Cross Flow





"Allowing lateral entry would encourage people to cross over to the private sector and back. They will learn a ton. They will bring back ideas. They won't stay [in the AF] just because they are afraid to leave."

–- Vignette from ***Bleeding Talent,*** Tim Kane 2012

Interim Implementation

- Air Force Civilian Opportunity – Officer Program (AF Co-op)
  - Local partnerships
  - New ideas and relationships
  - Ignites culture shift

Hiring Cycle

Annual Hiring Cycle

- Market Cycle
- Supplementary
- Open General

Market Cycle | Supplementary | Open General

Apply/Results | Unfilled Jobs | Matching System/Needs of AF

January | March | June

Challenges

- Resistance to Change
- Maintaining Professional Officer Culture
- Act of Congress to Change DOPMA

Challenge	Way Forward
Critically Manned Fields/Locations	Incentive Pay/Open General
Turnover	Duty Based Terms/Limits
Transparency	Online Career/Development Web

End State

Breadth of Experience
Career Ownership
Professional Development
Flexible, Responsive & Innovative Force
Critical Thinking Airmen
Mission Accomplishment

Summary

Only a revolutionary change in personnel management will yield the force we need for future challenges

– The Hybrid Market System

The right person in the right place for the individual and the Air Force.

References

- Bleeding Talent – Tim Kane
- FoTF
- QDR
- NMS
- Global Vigilance, Global Reach, Global Power for America