



# CHIEF's Sight Picture

2 May 2003

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## **Civilian Force Development**

The Total Force of active duty, guard, reserve and civilian airmen is the Air Force's largest investment and makes us the greatest Air Force on the planet. Secretary Roche and I are determined to ensure all of our people have every opportunity to reach their full potential. At CORONA Fall 2002 we adopted a new vision for how best to develop our airmen and continue our evolution as an air and space force. Our new Force Development construct is designed to make sure we place the right technical and leadership skills in the right places with the right people who are educated and trained for success. We've begun to reshape training, education, and assignment experiences into integrated processes that provide officer, civilian, and enlisted leaders the tools they need to be successful. Our goal is to create and grow leaders capable of taking our Air Force to the next level of excellence.

Our Civilian Force Development flows from the same principles that govern our uniformed programs, taking into account the more functionally oriented system that governs civilian personnel management. The goal of Civilian Force Development is to identify cross-functional paths that will expose our civilians to a broader scope of Air Force operational activities in preparation for senior leadership positions. If this sounds good to you, we want to create opportunities for your professional education, advanced academic degrees, broader assignment experiences and upward mobility and -- because you are motivated to advance -- we expect you will take full advantage of these opportunities. Secretary Roche and I are also expecting our commanders and supervisors to encourage our most talented civilians to seek out these paths toward increased responsibility and assist them in reaching their goals and their potential.

At a minimum, we will work to ensure that each of you in our civilian work force have the training and education you need to maximize your potential to lead in our Air Force. For those of you who accept these challenges and take advantage of these opportunities we will be asking several things. We will ask you to consider widening your job experience base. The planning, development, and execution of air and space power requires operational and technical skills beyond a single specialty. As potential senior leaders we want you to see and understand the warrior culture and how our specialties enable our warfighting. You will be asked to take the right assignments, as do our uniformed leaders, to develop these skills and experience base. While Civilian Force Development has one eye on those who will fill senior leadership positions, the opportunity is there for all levels of leadership because every level requires the right preparation and motivation.

Secretary Roche and I ask that all of you keep abreast of our Force Development programs by visiting the Air Force Director of Personnel (AF/DP) Force Development web site. This program is a major cultural change in our Air Force that we believe is critical to the success

of joint, fully integrated air and space forces. This program will be backed with the commitment and resources to make it successful. What we ask is your commitment to help us lead the greatest Air Force in the world.

Secretary Roche and I are extremely proud of the contributions of our civilian workforce, and appreciate your contributions to our Air Force's unrivaled successes. With your help we can make it better and we will.



*John G. Thompson*  
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