

Headquarters U. S. Air Force

Integrity - Service - Excellence

***People –The Force
Multiplier***



U.S. AIR FORCE

**Brig Gen (s) Gary McCoy
Special Assistant to AF/IL
HQ USAF/IL-D**

gary.mccoy@pentagon.af.mil



U.S. AIR FORCE

Overview

- Society and the workforce
- The DoD and the emergent worker
- The question and the challenge



Without people, our sophisticated military equipment become static displays



U.S. AIR FORCE

Introduction

- **Society and the workforce are changing**
 - **Traditional vs. emergent employees**
- **Recruiting, motivating, and retaining the new emergent workforce is essential for success**
- **Total force includes military, civilian, and contract employees**
 - **All three are affected by emergent workforce characteristics**
 - **Are we ready to change from a traditional to an emergent culture?**
 - **Can we afford not to?**

Even with super technology, people are ultimately our most powerful weapon



U.S. AIR FORCE

Society and the Workforce





U.S. AIR FORCE

Changing Society

- **Changing families**
 - Less traditional, dual careers, latch-key kids
- **Changing demographics**
 - More women entering workforce, 90% of families are working families, more single parents, average worker age creeping upward (40 years old), increased diversity





Changing Workplace

U.S. AIR FORCE

- **Downsizing in the 1980's and 1990's**
 - **Jobs and companies aren't likely to last forever**
 - **Career security vs. job security**
 - **Employee mobility is not necessarily a lack of organizational loyalty**
- **Less tolerance for organizational inadequacies**
 - **Poor supervisor performance or lack of meaningful growth opportunities**
- **Sixty percent of baby boomers will retire early**
 - **Less traditional employees as they leave, more emergent employees entering workforce**
 - **Greater need for training and development of new workforce**



U.S. AIR FORCE

Today's Workforce

- Workforce has undergone **Generational Evolution**
- New workforce developing today is considered the “emergent” workforce
- Emergent workforce much different from the traditional workforce you may be used to
 - More self-reliant and focused on performance



*Michael Dell
Founder, chairman,
and CEO of Dell*



U.S. AIR FORCE

Traditional vs. Emergent Workforce

	Traditional	Emergent
Loyalty	Define as staying with the company for years	Define as making a contribution while with the company
Job Change	Seen as detrimental to their careers	Seen as positive vehicle for growth; are more confident in their marketability
Career Path	Look to company to provide a career path and “take care” of them	Career paths are their own to identify and pursue
Advancement	Length of service and experience	Base on performance (merit)
Job Security	Reason to commit to the company and the work	Job security earned, don't expect that the company owes them continued employment
Direction	Like jobs with clear direction, but also like to think creatively	Like positions that allow them to be creative and innovative



U.S. AIR FORCE

The DoD and the Emergent Worker





U.S. AIR FORCE

Impact on DoD

- **DoD mission is to fight and win our Nation's wars**
 - DoD mission is “unique” and places special demands on the workforce
 - Both military and civilian members play a key role in mission success
- **People indispensable to making this happen**
 - Pilots, maintenance, services, and support personnel
 - Officers, enlisted, civilian, Guard, Reserve
 - Span all age groups (though the civilian workforce is aging)
- **Workforce motivation and retention is vital**



Impact of Technology

U.S. AIR FORCE

- **Workforce must be trained to handle emerging technologies**
 - More technologically advanced weapon systems coming on line
 - Workforce older and not trained for new workloads



- **Workers will have to be more familiar with technology to perform their jobs**
 - Information technology, automated data entry systems, automated technical data





U.S. AIR FORCE

People...The Force Multiplier

- **However, without people technology is worthless!!**
 - **Who will fix equipment? Who will load bombs? Who will pull the trigger?**
- **In complex wartime environment, technology and people must work together for ultimate success**
 - **Without technology, people are not enough**
 - **Without people, technology is not enough**



**SPECIAL OPERATIONS
FORCES ON HORSEBACK
WITH HIGH TECH GPS
EQUIPMENT**



U.S. AIR FORCE

The Question and the Challenge





U.S. AIR FORCE

First: Are We “Emergent?”

- **Do we:**
 - **View loyalty as contribution rather than tenure?**
 - **Have low tolerance for low performers, including low-performing supervisors and managers?**
 - **Reward based on the level of performance rather than the length of employment? (i.e. the “good old boy network”)**
 - **Expect employees to independently pursue career development?**
 - **Provide chances for employees to enhance their skills and to be mentored?**
 - **Provide meaningful work, not mechanical tasks done without understanding of how they relate to the larger goals of the organization?**



U.S. AIR FORCE

And Secondly: How Do We Keep an Emergent Workforce?

Communicate philosophies to employees

Make change a company-wide effort

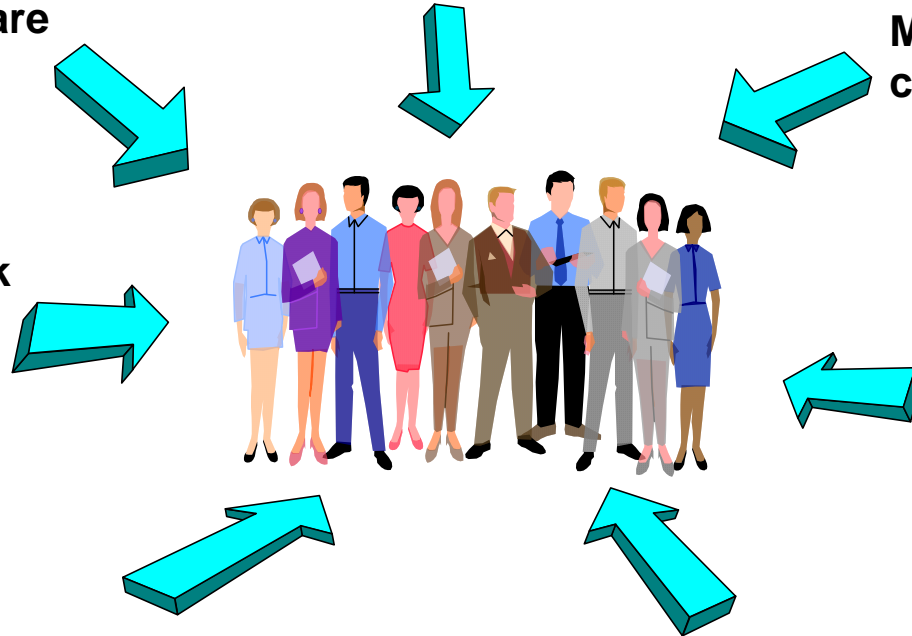
Communicate organizational objectives

Reward present high performance with promotion; don't keep the "pay your dues" mentality

Train and mentor employees to give them greatest chance to develop

Explain to workers why their jobs and output are meaningful

Provide regular feedback on performance





U.S. AIR FORCE

The Challenge...Where We Need to Focus in Maintenance

- **Need to develop maintenance leaders**
 - Maintenance PhDs, both military and civilian
 - Partner with industry/academia for talent and skills
- **Maintainers must know more than just “fixing” stuff**
 - Supply chain management
 - Information management
 - Financial management
- **Must clearly understand their contribution to the DoD mission**
 - Air Expeditionary Force





U.S. AIR FORCE

The Challenge

Civilian Workforce

What the emergent workforce expects:

- Opportunity to make a difference
- Fair compensation
- Balance between work and leisure time
- Honesty
- Flexible personnel policies

Our expectations of the workforce:

- Performance
- Dedication to mission
- Mobility
- Technologically prepared
- Thinkers and doers



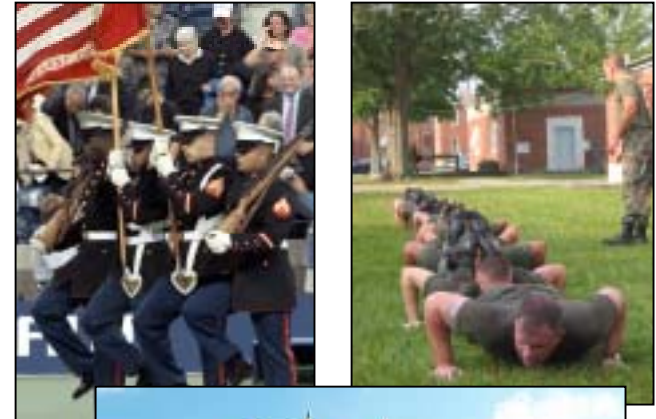
The Challenge

Military Workforce

The emergent generation



Military values and traditions



**Must transform emergent generation into
America's fighting force**



U.S. AIR FORCE

Summary

- Changes in society driving changes in the workforce
- Emergent workforce forcing us to re-look at how we manage and lead our workers
- Relationship between technology and people must be carefully balanced
- Success of the DoD mission will be in the hands of our emergent workers

In the final analysis, it's all about people





U.S. AIR FORCE

Our Goal...FIGHT AND WIN!



Integrity - Service - Excellence