



Air Force Civilian Senior Leadership Development Challenges

BIODISCHOLAR DISSERTATIONS

Billy P. Webb

Air Force Civilian Senior Leadership Development Challenges

**United States. Congress. House.
Committee on Armed Services.
Subcommittee on Military Readiness**

Air Force Civilian Senior Leadership Development Challenges:

Air Force Civilian Senior Leadership Development Challenges, 2008 Gen Jumper Chief of Staff of the Air Force CSAF issued a sight picture statement on 2 May 2003 concerning Civilian Force Development While Gen Jumper's sight picture recognizes the need to grow civilians for leadership positions there is a more compelling reason for the Air Force to focus on civilian leadership development The civilian workforce is getting older A 2001 research study performed by the Center for the Organizational Research reported 46 3% of government workers were 45 years or older That was over 6 years ago The aging workforce picture for the Senior Executive Service SES is even more alarming During a SES leader forum held in April 2007 the discussion was centered around how to attract generation X personnel in the SES ranks because 75% of today's SES leaders are 60 years or older In a September 2007 e mail to the author Mr John Steenbock Deputy Director Civilian Force Integration Air Force Personnel Center reported that 22% of the Air Force's SES leaders were retirement eligible then and 62% would be eligible within the next 5 years At the strategic level GS 15 or upper tier of NSPS pay band 3 and operation level GS 14 or lower to mid tier of NSPS pay band 3 leadership positions 16% are retirement eligible today and 41% will be within the next 5 years These data are startling as they show that the Air Force will experience a civilian leadership exodus in the near future This paper will first explore the age old question are leaders born or are leaders made Next it will compare the private sector mid level i e operational upper level i e strategic and executive level leadership development with the Air Force civilian leadership development process and use the comparison to validate the Air Force development process The paper also explores the major challenges associated with the leadership development process

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