

Air Force Civilian Senior Leadership Development Challenges

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Understanding Leadership

From the former secretary of defense, a strikingly candid, vivid account of serving Presidents George W. Bush and Barack Obama during the wars in Iraq and Afghanistan. When Robert M. Gates received a call from the White House, he thought he'd long left Washington politics behind: After working for six presidents in both the CIA and the National Security Council, he was happily serving as president of Texas A&M University. But when he was asked to help a nation mired in two wars and to aid the troops doing the fighting, he answered what he felt was the call of duty.

Introduction to the United States Air Force

In Part One of this title, Gayle Avery integrates a fragmented field into four broad paradigms or forms of leadership, helping

to simplify and clarify the ill-defined field of leadership. Part Two provides 10 case studies from leading organizations across Europe, Australia and the USA.

Air Force Handbook 1: The Airman Handbook

As the U.S. experience in Iraq following the 2003 invasion made abundantly clear, failure to properly plan for risks associated with postconflict stabilization and reconstruction can have a devastating impact on the overall success of a military mission. In *Waging War, Planning Peace*, Aaron Rapport investigates how U.S. presidents and their senior advisers have managed vital noncombat activities while the nation is in the midst of fighting or preparing to fight major wars. He argues that research from psychology—specifically, construal level theory—can help explain how individuals reason about the costs of postconflict noncombat operations that they perceive as lying in the distant future. In addition to preparations for "Phase IV" in the lead-up to the Iraq War, Rapport looks at the occupation of Germany after World War II, the planned occupation of North Korea in 1950, and noncombat operations in Vietnam in 1964 and 1965. Applying his insights to these cases, he finds that civilian and military planners tend to think about near-term tasks in concrete terms, seriously assessing the feasibility of the means they plan to employ to secure valued ends. For tasks they perceive as further removed in time, they tend to focus more on the desirability of the overarching goals they are pursuing rather than the potential costs, risks, and challenges associated with the means necessary to achieve these goals. Construal level theory, Rapport contends, provides a coherent explanation of how a strategic disconnect can occur. It can also show postwar planners how to avoid such perilous missteps.

Air Force Strategic Initiatives

The Air Force requires technical skills and expertise across the entire range of activities and processes associated with the development, fielding, and employment of air, space, and cyber operational capabilities. The growing complexity of both traditional and emerging missions is placing new demands on education, training, career development, system acquisition, platform sustainment, and development of operational systems. While in the past the Air Force's technologically intensive mission has been highly attractive to individuals educated in science, technology, engineering, and mathematics (STEM) disciplines, force reductions, ongoing military operations, and budget pressures are creating new challenges for attracting and managing personnel with the needed technical skills. Assessments of recent development and acquisition process failures have identified a loss of technical competence within the Air Force (that is, in house or organic competence, as opposed to contractor support) as an underlying problem. These challenges come at a time of increased competition for technical graduates who are U.S. citizens, an aging industry and government workforce, and consolidations of the industrial base that supports military systems. In response to a request from the Deputy Assistant Secretary of the Air Force for

Science, Technology, and Engineering, the National Research Council conducted five fact-finding meetings at which senior Air Force commanders in the science and engineering, acquisition, test, operations, and logistics domains provided assessments of the adequacy of the current workforce in terms of quality and quantity.

Air Force Magazine

For thirty-three years and through three editions, Bass & Stogdill's Handbook of Leadership has been the indispensable bible for every serious student of leadership. Since the third edition came out in 1990, the field of leadership has expanded by an order of magnitude. This completely revised and updated fourth edition reflects the growth and changes in the study of leadership over the past seventeen years, with new chapters on transformational leadership, ethics, presidential leadership, and executive leadership. Throughout the Handbook, the contributions from cognitive social psychology and the social, political, communications, and administrative sciences have been expanded. As in the third edition, Bernard Bass begins with a consideration of the definitions and concepts used, and a brief review of some of the betterknown theories. Professor Bass then focuses on the personal traits, tendencies, attributes, and values of leaders and the knowledge, intellectual competence, and technical skills required for leadership. Next he looks at leaders' socioemotional talents and interpersonal competencies, and the differences in these characteristics in leaders who are imbued with ideologies, especially authoritarianism, Machiavellianism, and self-aggrandizement. A fuller examination of the values, needs, and satisfactions of leaders follows, and singled out for special attention are competitiveness and the preferences for taking risks. In his chapters on personal characteristics, Bass examines the esteem that others generally accord to leaders as a consequence of the leaders' personalities. The many theoretical and research developments about charisma over the past thirty years are crucial and are explored here in depth. Bass has continued to develop his theory of transformational leadership -- the paradigm of the last twenty years -- and he details how it makes possible the inclusion of a much wider range of phenomena than when theory and modeling are limited to reinforcement strategies. He also details the new incarnations of transformational leadership since the last edition. Bass has greatly expanded his consideration of women and racial minorities, both of whom are increasingly taking on leadership roles. A glossary is included to assist specialists in a particular academic discipline who may be unfamiliar with terms used in other fields. Business professors and students, executives in every industry, and politicians at all levels have relied for years on the time-honored guidance and insight afforded by the Handbook.

The Role of Trust in Leadership

Human Capital

Today, the Internet has become a source of information that no country or company can forgo. It is not only used to communicate or entertain, but most importantly to operate utilities and public services such as banking or air traffic. As the reliance on computer networks across societies and economies keeps growing, so do security risks in cyberspace - referred to as "cybersecurity." Cybersecurity means protecting information and control systems from those who seek to compromise them. It also involves actors, both malicious or protective, policies and their societal consequences. This collection of essays provides a better understanding of the risks, perceptions, and myths that surround cybersecurity by looking at it from three different levels of analysis: the sovereign state, the infrastructure and stakeholders of the Internet, and the individual. The essays explore such issues as information ownership, censorship, cyberwars, cyberterrorism, privacy, and rebellion, bringing together expert knowledge from computer science and the social sciences with case studies. It reviews existing policies and practices and discusses the threats and benefits of living in an increasingly networked world. This authoritative analysis of one of the most controversial and compelling security debates of the twenty-first century will appeal to scholars and practitioners interested in security, international relations and policymaking.

Commanding an Air Force Squadron in the Twenty-first Century

The Bass Handbook of Leadership

Essays on the emerging military-civilian divide in the United States.

Civil Law

Examines the 1984 "war" that pitted Pratt and Whitney against GE in head-to-head competition for multi billion dollar defense contracts to provide high performance engines for front line fighter aircraft. The circumstances surrounding the lengthy battle led to the Air Force decision to split future engine sales between the two. Attempts to cut through emotional opinions of the "combatants," to report reality, and to identify lessons learned. Helps the reader to understand the government-to-contractor personality issues; to understand management styles, business expectations and communication skills of key participants.

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The following steps are recommended for consistent, efficient, and effective plans and means for improving the development of U.S. Air Force officers in their career fields: (1) identify the demand for jobs in the field grades-major,

lieutenant colonel, and colonel; (2) ascertain the backgrounds that officers have accumulated (assess the supply); (3) compare supply with demand (gap analysis); and (4) plan ways to close the gaps.

DOD Civilian Personnel

In October and November of 2001, small numbers of soldiers from the Army Special Forces entered Afghanistan, linked up with elements of the Northern Alliance (an assortment of Afghans opposed to the Taliban), and, in a remarkably short period of time, destroyed the Taliban regime. Trained to work with indigenous forces and personnel like the Northern Alliance, these soldiers, sometimes riding on horseback, combined modern military technology with ancient techniques of central Asian warfare in what was later described as "the first cavalry charge of the twenty-first century." In this engaging book, two national security experts and Department of Defense insiders put the exploits of America's special operation forces in historical and strategic context. David Tucker and Christopher J. Lamb offer an incisive overview of America's turbulent experience with special operations. Using in-depth interviews with special operators at the forefront of the current war on terrorism and providing a detailed account of how they are selected and trained, the authors illustrate the diversity of modern special operations forces and the strategic value of their unique attributes. From the first chapter, this book builds toward a set of recommendations for reforms that would allow special operations forces to make a greater contribution to the war on terrorism and play a more strategic role in safeguarding the nation's security. Along the way, the authors explain why special operations forces are: "Distinguished by characteristics not equally valued by their own leadership" Strategically crucial because of two mutually supporting but undeniably distinct sets of capabilities not found in conventional forces" Not to be confused with the CIA and so-called paramilitary forces, nor with the Marines and other elite forces" Unable to learn from the 1993 failed intervention in Somalia and the national-oversight issues it revealed" Better integrated into the nation's military strategy and operations than ever before but confused about their core missions in the war on terror" Not "transformed" for future challenges as many assert but rather in need of organizational reforms to realize their strategic potential Despite longstanding and growing public fascination with special operators, these individuals and the organizations that employ them are little understood. With this book, Tucker and Lamb dispel common misconceptions and offer a penetrating analysis of how these unique and valuable forces can be employed to even better effect in the future.

Nominations Before the Senate Armed Services Committee, Second Session, 109th Congress

Examination of the U.S. Air Force's Science, Technology, Engineering, and Mathematics (STEM) Workforce Needs in the Future and Its Strategy to Meet Those Needs

The Berlin Candy Bomber

Educating International Security Practitioners: Preparing to Face the Demands of the 21st Century International Security Environment

Originally published: New York: Simon and Schuster, 1962.

Advancing the U.S. Air Force's Force-Development Initiative

Human Capital

Cheers and Tears

Sharing success--owning failure : preparing to command in the twenty-first century Air Force

United States Special Operations Forces

Trust continues to be a leading concept in organizational commitment. Milligan (2003) conducted a survey looking at trust in the Air Force among junior officers. This study was conducted as a follow-up study to determine whether trust continues to be an issue in the Air Force. The purpose of this study is to measure the comparative strengths and weaknesses, as well as the significance, of leadership's ability to gain trust from its subordinates in order to reduce the numbers of officers leaving after their commitment. This research measures organizational commitment and trust in a random sample of 372 Air Force captains. All participants completed the following surveys: The Management Behavior Climate Assessment, Organizational Commitment Scales, Intent to Leave Scale, and a demographics survey. Findings of the research concluded with the following points, as trust is a growing factor in leadership and junior officers leaving the Air Force, there is a relationship between trust and commitment. There is also a strong relationship between commitment and intent of junior

officers leaving the Air Force. Finally, trust was the primary variable in this study and it was found that with an increase of trust in leadership, there is a decrease of junior officers leaving the Air Force.

Evaluation of U.S. Air Force Preacquisition Technology Development

"Jeffrey Smith updates the earlier release of Col Timothy T. Timmon's *Commanding an Air Force Squadron* (1993). In this book, which includes a foreword by Gen John P. Jumper and an introduction by Colonel Timmons, USAF, retired, Colonel Smith relies on the vast "insights, experiences, and recommendations" of former and current commanders to identify the attributes of a successful commander at multiple levels. He identifies some issues commanders face regardless of the level of command, including counseling personnel, dorm inspections, commanders' calls, money management, and the roles of spouses and families. According to Colonel Smith, the conduct of individuals in times of crises is the truest barometer of a good commander."--Publisher website.

Department of Defense Authorization for Appropriations for Fiscal Year 1997 and the Future Years Defense Program: Personnel

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Commanding an Air Force Squadron

The privilege of commanding an Air Force squadron, despite its heavy responsibilities and unrelenting challenges, represents for many Air Force officers the high point of their careers. It is service as a squadron commander that accords true command authority for the first time. The authority, used consistently and wisely, provides a foundation for command. As with the officer's commission itself, command authority is granted to those who have earned it, both by performance and a revealed capacity for the demands of total responsibility. But once granted, it much be revalidated every day. So as one assumes squadron command, bringing years of experience and proven record to join with this new authority, one might still need a little practical help to success with the tasks of command. This book offers such help. "Commanding an Air Force Squadron" brings unique and welcome material to a subject other books have addressed. It is rich in practical, useful, down-to-earth advice from officers who have recently experienced squadron command. The author does not quote regulations, parrot doctrine, or paraphrase the abstractions that lace the pages of so many books about leadership. Nor does he puff throughout the manuscript about how he did it. Rather, he presents a digest of practical wisdom based on real-world

experience drawn from the reflection of many former commanders from any different types of units. He addresses all Air Force squadron commanders, rated and nonrated, in all sorts of missions worldwide. Please also see a follow up to this book entitled "Commanding an Air Force Squadron in the Twenty-First Century (2003)" by Jeffry F. Smith, Lieutenant Colonel, USAF.

The Air Force and the Great Engine War

Air Force scientist and engineer roles in combating weapons of mass destruction

The DoD relies heavily on its civilian workforce to perform duties usually performed by military personnel -- incl. combat support functions such as logistics. Civilian senior leaders are among those who manage DoD's civilians. In 2007, DoD was mandated to assess requirements for its civilian senior leader workforce in light of recent trends. DoD reported its recent reply to this requirement in 2009, which used information from a 2008 baseline review to validate its senior leader requirements. This report reviewed DoD's approach for: (1) assessing its civilian senior leader workforce requirements; (2) identifying and communicating the need for additional senior leaders; and (3) developing and managing this workforce. A print on demand pub.

Waging War, Planning Peace

Soldiers and Civilians

This is a print on demand edition of a hard to find publication. As of March 2010, DoD's total civilian workforce included 718,000 full-time civilians, including more than 2,900 civilians in the senior mgmt., functional, and technical personnel workforce. Further, DoD reported that, as of the end of Sept. 2009, there were more than 118,000 civilians in DoD's acquisition workforce. DoD will have 30% of its workforce eligible to retire by 2015; therefore, it needs to reduce its reliance on contractors to augment the current workforce. In early 2010, DoD submitted its 2009 update to the human capital strategic plan. This report determined the extent to which DoD's strategic workforce plan addresses the FY 2010 requirements applicable to: (1) the overall civilian workforce; (2) the senior leader workforce; and (3) the acquisition workforce

Duty

During the past decade and a half, the National Research Council, through its Committee on National Statistics, has carried out a number of studies on the application of statistical methods to improve the testing and development of defense systems. These studies were intended to provide advice to the Department of Defense (DOD), which sponsored these studies. The previous studies have been concerned with the role of statistical methods in testing and evaluation, reliability practices, software methods, combining information, and evolutionary acquisition. Industrial Methods for the Effective Testing and Development of Defense Systems is the latest in a series of studies, and unlike earlier studies, this report identifies current engineering practices that have proved successful in industrial applications for system development and testing. This report explores how developmental and operational testing, modeling and simulation, and related techniques can improve the development and performance of defense systems, particularly techniques that have been shown to be effective in industrial applications and are likely to be useful in defense system development. In addition to the broad issues, the report identifies three specific topics for its focus: finding failure modes earlier, technology maturity, and use of all relevant information for operational assessments.

DOD personnel DOD actions needed to strengthen civilian human capital strategic planning and integration with military personnel and sourcing decisions.

From the days of biplanes and open cockpits, the air forces of the United States have relied on the mastery of technology. From design to operation, a project can stretch to 20 years and more, with continuous increases in cost. Much of the delay and cost growth afflicting modern United States Air Force (USAF) programs is rooted in the incorporation of advanced technology into major systems acquisition. Leaders in the Air Force responsible for science and technology and acquisition are trying to determine the optimal way to utilize existing policies, processes, and resources to properly document and execute pre-program of record technology development efforts, including opportunities to facilitate the rapid acquisition of revolutionary capabilities and the more deliberate acquisition of evolutionary capabilities. Evaluation of U.S. Air Force Preacquisition Technology Development responds to this need with an examination of the current state of Air Force technology development and the environment in which technology is acquired. The book considers best practices from both government and industry to distill appropriate recommendations that can be implemented within the USAF.

Security in Cyberspace

Cheers and Tears the memoirs of Lieutenant General Charles G. Cooper U.S. Marine Corps (Retired), details one man's amazing rise in the armed forces, a man who witnessed the genesis of the Vietnam War from where it started.

Nominations Before the Senate Armed Services Committee, Second Session, 110th Congress

In 1948, during the Russian siege of Berlin, Gail Halvorsen was one of hundreds of US pilots involved in the airlift to bring food and supplies to the people of the divided city. When he came across a group of children, he was impressed to share with them the two sticks of gum he had in his possession, and he later promised to drop several small bundles of candy using parachutes crafted from handkerchiefs as he flew by. This moment of kindness grew into a world-famous operation named "Little Vittles" as Gail Halvorsen became the Candy Bomber and was soon dropping candy for children all over the city. The siege ended in 1949, but the story of "Uncle Wiggly Wings" and the candy-filled parachutes lives on--a symbol of human charity. Gail has received many awards for his efforts and was highlighted in the film Meet the Mormons. In this anniversary edition of The Berlin Candy Bomber, enjoy a foreword by Gerald R. Molen, producer of the award-winning film Schindler's List, and additional high-resolution images of Gail Halvorsen's life and Operation "Little Vittles."

Understrength Air Force Officer Career Fields

Professional Military Education for Air Force Officers

Financial management profile of Air Force financial managers : report to the Assistant Secretary of the Air Force (Financial Management and Comptroller)

This U.S. Air Force study reference, Air Force Handbook 1, The Airman Handbook, dated 1 Oct 2017, is for enlisted Airmen studying for promotion and is applicable for all grades. It is 581 pages, including front and back cover, and includes chapters 1-25 and attachments (but not the MKTS). All interior pages are black and white (no color pictures or charts). Produced by FreePDG.com.

The Rattle of Theta Chi

Air Force Officer's Guide

The authors develop an overall framework for force management that would identify roles and organizations that could provide analysis and diagnosis of understrength conditions and could also execute appropriate policy interventions to solve the problems. Determination of personnel requirements, accessions, retentions, education and training, assignment, and

promotions must be managed closely and attentively, and such management must be performed at three different levels, which the authors denote by the familiar military terms of tactical (assignments of individual officers and their individual careers), operational (individual career fields, or a set of closely related fields), and strategic (the total Air Force workforce, including overall force size, officer/enlisted and component mix, and the balance between individual career fields).

Lorenz on Leadership

Air Force officers of all ranks, from cadets to generals, both active duty and reserves, will find this revised edition essential reading for a successful career.

Industrial Methods for the Effective Development and Testing of Defense Systems

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