



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

Office Of The Assistant Secretary

5 AUG 2002

MEMORANDUM FOR SEE DISTRIBUTION

FROM: SAF/AQ
1060 Air Force Pentagon
Washington, DC 20330-1060

SUBJECT: Scientist and Engineer (S&E) Workforce Management Policy

As discussed by the Secretary and the Chief of Staff at Scientist & Engineer Summits I and II, we must develop, implement, and maintain programs that enable our S&E workforce to provide warfighters the tools required to achieve combat superiority through technological dominance. I need direct involvement by commanders across the Air Force to help us retain a robust S&E workforce that guides, produces, and sustains concepts, technologies, and systems that are key to air and space operations. The following paragraphs discuss a few critical areas where commanders can help recruit and retain top quality S&Es.

Policy 02-01 S&E Recruitment & Retention. We are faced with many challenges to improve our ability to attract, develop, and retain a highly qualified S&E workforce. But our first priority must be to reverse the negative manning trends within the workforce. Currently, military scientists and engineers are the two lowest manned career fields in the non-rated line. Our civilian S&Es are not only manned below the required sustainment levels, but over 25% of them are eligible to retire within the next five years. To turn this trend around we joined forces with AF/DP, AFMC, and the AF Corporate body to identify and fund several recruitment and retention initiatives. A summary of these initiatives is provided in the attachment. AF/DP is currently working to prepare detailed implementation guidance for each initiative. *Commanders will ensure their staffs are familiar with these initiatives and, where appropriate, use them to help hire and retain top quality scientists and engineers.*

Policy 02-02, S&E Mentoring. The Secretary and Chief also directed the development of mentoring tools specifically tailored for S&E mentoring. To fulfill this requirement, we are developing an S&E career development pamphlet and a web-based training module that will be added to the S&E Functional Manager's Internet site located at <http://www.safaq.hq.af.mil/aqre/se/>. *These tools are being provided to assist commanders with the implementation of effective command mentoring programs as outlined in AFPD 36-34 and AFI 36-3401. Command metrics shall be established to measure the effectiveness of your command's mentoring program.*

a. The S&E career development pamphlet will help vector individual career development decisions and establish a mutual understanding of expectations between AF leaders and the S&E workforce. We conducted a workshop with MAJCOM representatives from across the Air Force to continue development of the pamphlet on

11-12 June 2002 in Washington, DC. We plan to staff the final product for SecAF and CSAF approval this fall and our goal is to distribute the pamphlet by the end of the year.

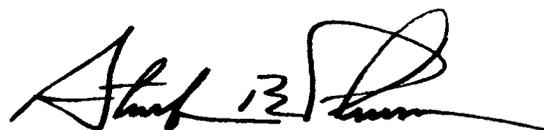
b. The web-based training module will provide prospective S&E mentors with information specifically selected to help them mentor AF S&Es. It will include guides for mentors and protégées, links to AF mentoring resources and S&E professional organizations, and assistance for individuals who are unable to find a mentor. We expect to have the S&E mentor training module on-line by the end of the year.

Policy 02-03 S&E Utilization. Another highly successful effort was the Secretary's initiative to re-recruit junior military engineers. From Nov 01 to Apr 02, 30 senior officers from the 62E community personally counseled over 1,500 officers at 139 locations. It was the consensus of all involved--counselors, counselees, and base senior leadership--that the re-recruiting initiative had a positive influence on engineer retention. This effort also highlighted several areas where workforce management can be improved. One area where you can have a significant positive impact is in S&E workforce utilization.

a. Job satisfaction was cited as the most important retention factor. Although different officers defined job satisfaction differently, two big factors were whether they felt they were being technically challenged and making a significant contribution to the mission. Most officers said they were satisfied with their current jobs. But, some expressed concern about being underutilized or not using their technical degree. Some were unable to see how their efforts affected the AF mission.

b. S&E supervisors must be the first to address concerns of this type.
Commanders shall establish a firm requirement for supervisors to discuss this topic during regularly scheduled feedback sessions. An excellent starting point for doing so is the S&E Concept of Operations (CONOPS), which discusses five S&E mission areas and the type of activities S&Es perform to support them. Supervisors should expand upon the CONOPS with specific examples of individual duties and how they are linked to your command's mission area and the overall AF mission.

The next S&E Summit with the SecAF and Chief is being planned for December 2002. Commanders with large S&E populations such as AFMC, AFSPC, and ACC will be asked to provide an overview on S&E workforce shaping initiatives (e.g. recruitment, development, retention, utilization, mentoring) being pursued within their command. Your continued involvement in the effort to revitalize our S&E workforce is absolutely essential and I appreciate your emphasis.



STEPHEN B. PLUMMER, Lt Gen, USAF
Principal Deputy Assistant Secretary of the Air
Force (Acquisition)

Attachment:
Summary of S&E Initiatives

DISTRIBUTION:

1. MAJCOM/CV
2. FOA CC
3. DRU CC

Scientist and Engineer (S&E)
Recruiting and Retention Initiatives

Military Recruiting Initiatives:

- **One Year ROTC Program** - Allows college juniors to enter ROTC senior year
 - Previously only a 2- or 4-year program
 - Open to all degrees, with emphasis on Critical AFSCs
 - New program, currently planned only for FY02/03
 - Cost: None -- Reallocation of existing ROTC scholarship budget
 - Delta Impact: 40+ for FY02 and FY03
 - Status - AFOATS is OPR. Initiative is on-going.

- **College Sponsorship Program** - Recruit juniors and seniors pursuing science and engineering degrees
 - Pays E-3 salary and benefits
 - Recruits enter OTS after graduation
 - Cost (\$M):

	FY03	FY04	FY05	FY06	FY07	FY08	FY09
	1.6	1.7	3.5	3.6	3.7	3.8	3.9
 - Delta Impact:

--	25	25	50	50	50	50
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 - Status - AF Recruiting Service is OPR; AF/DPFMA is policy OPR
 - Coordinated execution plan and AFRS implementation will be ready beginning in FY03

- **Airman Education Commissioning Program** - Recruits enlisted personnel into program to complete their Bachelor's degree requirements on full-time basis. Upon completion of degree commissioned via Officer Training School (OTS).
 - Pays members' salary, full benefits, and tuition
 - Program currently graduates 30-35 technical degrees
 - This initiative increases funding to produce more technical degrees
 - Cost (\$M):

	FY03	FY04	FY05	FY06	FY07
	3.8	4.8	5.6	5.9	6.0
 - Delta Impact:

--	13	20	30	30
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 - Status - AFIT is OPR. Program is established and on-going

- **Critical Skills Accession Bonus** - Use bonus as incentive to recruit potential members with technical degrees
 - Authority provides \$20K ceiling per person, 100% lump sum payment
 - Intent is to pay \$15-\$20K per person
 - Cost (\$M):

	FY03	FY04	FY05	FY06	FY07
	8.9	8.4	8.6	8.3	8.5
 - Delta Impact:

263	258	223	204	275
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 - Status - AF Recruiting Service and AFOATS are operational OPRs; AF/DPRS is policy OPR. Still awaiting details for program implementation.

Military Retention Initiatives:

- **Re-recruit Engineers** - Target engineers with 3-13 years of service for re-recruiting sessions with senior S&E officers. Highlight benefits of continued service, the rewarding career opportunities, and the critical role they play in supporting the AF mission.
 - Trained 30 senior S&E officers in counseling techniques
 - Counselors met with 1100+ engineers
 - Cost (\$M):

FY02
.20
 - Delta Impact: Effort had very positive qualitative impact: junior engineers expressed sincere appreciation for initiative, influenced career decisions, provided valuable feedback regarding negative aspects of AF S&E career
 - Status - Re-recruiting effort complete; SAF/AQ and AF/DP working to address issues raised by junior engineers
- **Critical Skills Retention Bonus** - Offer retention bonus to S&Es with 4-13 commissioned years of service (CYOS).
 - Legislation authorizes max of \$200K in a career for critical skills
 - AF planning \$10K/year for 4 year contract (\$40K total)
 - Cost (\$M):

FY03	FY04	FY05	FY06	FY07
14.0	13.6	15.1	14.1	14.1
 - Delta Impact:

202	258	309	367	367
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 - Status - AFPC preparing contracts for signature in summer '02 and initial year payment in October 2002. Contracts ready to go; waiting for funding to execute program.

Civilian Recruiting Initiatives:

- **Recruiting Incentives for College Recruits** - Target college graduates with technical degrees to fill civil-service positions.
 - Offer recruiting bonuses -- 25% of starting salary
 - Pay for student loans (\$10K/yr - max \$40K)
 - Pay for cost of move to 1st duty location (max \$8.5K)
 - Cost (\$M):

FY03	FY04	FY05	FY06	FY07
1.8	2.9	4.3	5.6	7.0
 - Delta Impact:

72	95	118	141	164
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 - Status - AF/DPFC guidance has been released to AFPC and MAJCOMS for execution in FY03
- **Recruiting Bonuses for Journey Level** - Recruit experienced private sector civilians and retired military personnel for civil-service positions.
 - Offer recruiting bonuses -- 25% of starting salary
 - Cost (\$M):

FY03	FY04	FY05	FY06	FY07	FY08	FY09
4.4	8.3	8.5	8.8	9.0	9.3	9.6
 - Delta Impact:

160	321	321	321	321	321	321
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- Status - AF/DPFC preparing guidance letters for execution and tracking of funding. MAJCOMs are on notice to prepare for program.
- **Co-Op Central Funding** - Increase Co-Op funding for college students pursuing technical degree programs and offer civil-service positions upon graduation.
 - Student gets salary plus student loan repayment
 - Current S&E share of Co-Op students in approximately 120 per year
 - Cost (\$M):

	FY03	FY04	FY05	FY06	FY07
	.87	1.8	2.7	3.4	4.3
 - Delta Impact: -- -- 107 106 108
 - Status - Guidance has been released to MAJCOMs for execution in FY03
- **Robust College Recruitment Office** - Market AF S&E opportunities to college students
 - Establish central S&E recruiting effort
 - Coordinate with key stakeholders
 - Cost (\$M):

	FY03	FY04	FY05	FY06	FY07	FY08	FY09
	1.5	1.5	1.6	1.6	1.6	1.7	1.7
 - Delta Impact: Qualitative, increase exposure to high quality students
 - Status - AFPC/DPK preparing approach to develop coordinated FY03 recruiting plan
- **Streamlined Hiring** - Simplify competitive examination authority allowing for category rankings, “on the spot hiring,” geographically targeted recruitment
 - Part of “Freedom to Manage” legislative proposals
 - Allows for category ranking, direct hire authority for shortage category or critical hiring need
 - Top priority from OSD, likely to be absorbed into Alternate Personnel System legislative language which will give us streamlined flexibilities
 - Cost: None
 - Delta Impact: Qualitative -- speeds up ability to hire quality candidates
 - Status: Awaiting FY03 Authorization Bill passage, do not anticipate any fast changes

Civilian Retention Initiatives:

- **Retention Allowances for Journey Level** - Offer selected journey level S&Es retention bonuses to extend their civil-service termination or retirement date.
 - Retention bonus up to 25% of salary
 - Cost (\$M):

	FY04	FY05	FY06	FY07	FY08	FY09
	1.7	1.7	1.8	1.8	1.9	1.9
 - Delta Impact: 150 150 150 150 150 150
 - Status - AF/DPFC preparing guidance letters for execution and tracking of funding. MAJCOMs are on notice to prepare for program.

- **Special Salary Rates (SSRs)** - Provide pay comparability with private industry for hard to fill S&E positions.
 - Targets S&Es in pay grades GS-05 through GS-13
 - Requires labor market analysis and Office of Personnel Management approval
 - AF Leadership decision to use Group Retention Allowances vice SSRs in FY03
 - Cost (\$M):

FY04	FY05	FY06	FY07	FY08	FY09
15.6	16.2	16.9	17.5	18.2	19.0
 - Delta Impact - Long-term underpinning needed to stabilize and sustain adequate workforce quality and manning levels. Significantly influences effectiveness of all other initiatives
 - Status - Retention Allowances being paid at 3 ALCs for FY03 while SSRs are being worked through the Corporate Structure for funding in FY04 and beyond. AF/DPFC is OPR for policy and implementation.

- **Expansion of Broadbanding** - Allow greater pay flexibility based on performance
 - Included in Administration's "Freedom to Manage" legislative proposals
 - FY03 ULB initiative asking for expansion beyond current AF demonstration project; All Services voted to support
 - Top priority from OSD for legislative change; likely to be absorbed into Alternative Personnel System legislative language, which will give us some flexibility
 - Cost: Still under study -- Lab Demo shows 5% growth over 4 years' time
 - Delta Impact: Qualitative -- ties employee compensation to job performance
 - Status: Awaiting FY03 Authorization Bill passage

Career Development and Mentoring

- **Career Development** - Career development guide under development. It will:
 - Formalize guidance for military and civilian career paths
 - Set mutual understanding of expectations between AF leadership and S&E workforce
 - Establish desired and required education, training, experience attributes
 - Define six generic career paths: three military, three civilian
 - Workshop held 11-12 Jun 02 with key Air Staff and MAJCOM reps
 - Edited and refined the guide
 - Worked details of career paths, education, training, and career expectations
 - Way Ahead
 - Evaluate and consolidate workshop information into draft guide
 - Provide consolidated docs to workshop participants for comment
 - Edit and coordinate documents
 - End of November target date for fielding career guide

- **Mentoring**
 - Web-based S&E mentoring program under development
 - Emphasizes commander involvement
 - Facilitate network of support to commanders, mentors, supervisors, and proteges
 - Way Ahead
 - Draft program will be sent to field representatives for comment
 - Result will be coordinated
 - End of calendar year is target date for fielding the mentoring program

Spread the Word:

- SAF/AQ started “Spread the Word” campaign to brief S&Es at bases with large numbers of scientists and engineers
- Primary goal is to brief the civ and mil S&E workforce on initiatives, and provide opportunity to discuss issues during a question and answer session
- Completed Visits:
 - Kirtland AFB - 7 March 2002
 - Wright-Patterson AFB - 21 May 2002
 - Washington, DC - 12 June 2002
 - OC-ALC, Tinker AFB - 18 July 2002
- Upcoming Scheduled Visits:
 - Eglin AFB - 13/14 August 2002
 - WR-ALC, Robins AFB - 24/25 September 2002
 - Arnold AFB - 21/22 October 2002
 - Peterson AFB - 5 November 2002
 - Hill AFB - 6 November 2002
 - Edwards AFB & Los Angeles AFB December/January (tentative)
- Additional visits to bases with large numbers of S&Es planned throughout 2002.