



THE KC-10 DIVESTMENT, PERSONNEL MOVEMENT PLAN

GRADUATE RESEARCH PAPER

Derek R. Rankin, Major, USAF

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**DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY**

AIR FORCE INSTITUTE OF TECHNOLOGY

Wright-Patterson Air Force Base, Ohio

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GRADUATE RESEARCH PAPER

Presented to the Faculty

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In Partial Fulfillment of the Requirements for the
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Derek R. Rankin, MBA

Major, USAF

June 2019

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Abstract

The KC-10 officer force currently lacks information on the personnel flow process during an aircraft divestment and an assignment strategy that recommends a course that fulfills both individual officer development and future KC-10 operational mission needs. The objective of this research is to cover two specific areas. The first area aims to provide an education on how the personnel execution flow of a Programming Plan during an aircraft divestment effects officer movement. The second area aims to provide validated assignment guidance to the KC-10 personnel stakeholders during the divestment of the KC-10. Additionally, talent management practices will be applied in the provided guidance to derive better value from and for our officers by applying multiple paths of development and investment in their growth.

In order to gain an in-depth understanding of personnel movement during an aircraft divestment the research accomplished a case study comprised of multiple research methods. The case study design applied an iterative approach that included a review of historical documents and interviews paired with direct observations that were analyzed using Creswell's Data Analysis Spiral and a thematic analysis to discover emerging themes from the data to enable an educational foundation and recommendations for the occurrence under study.

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#GPWW09

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First, I would like to thank my family for their support and patience throughout the course of this research effort. To my wife, you are my favorite, thank you for your tough love, I could not have done this without you! Thank you to my children for always being my joy! I would also like to express my sincere appreciation to my faculty advisor, Major Benjamin Hazen for his guidance and support throughout the course of this thesis effort. I also owe much gratitude to my sponsors, Brigadier General John “JC” Millard and Colonel Thad Middleton for their continued mentorship. Thank you both for the support and latitude provided to me in this endeavor.

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THE KC-10 DIVESTMENT, PERSONNEL MOVEMENT PLAN

I. Introduction

General Issue

The Fiscal Year 2017 (FY17) President's Budget included force structure changes that outlined the divestment of the fifty-nine KC-10A air refueling fleet between FY19 and FY24. In January of 2017, the Secretary of the Air Force (SECAF) announced the selection of the two KC-10 bases, the 305th Air Mobility Wing (AMW) at Joint Base McGuire-Dix-Lakehurst (JBMDL) and the 60th Air Mobility Wing at Travis Air Force Base (AFB) to become Main Operating Bases (MOBs) for the Air Force's new KC-46A air refueling platform (AMC PPlan 18-01, 2018).

As a result of the KC-10 divestment and SECAF basing decisions, a coordinated effort will be required to ensure proper personnel actions will take place during the conversion period that continue to provide support to Combatant Commander requirements, meet day-to-day, home station mission obligations, and properly develop the KC-10 officer force.

Currently, the KC-10 divestment timeline is delayed due to the shifting KC-46 arrival to JBMDL and subsequently to Travis AFB. The KC-46 is intended to replace older KC-135 and KC-10 tanker fleets. However, without a solid timeline for when the KC-46 issues will be remediated or structured delivery dates, questions surround the service's aging KC-10 Extender and whether it will have to remain in service longer due to delays (Pawlyk, 2018).

A major concern as outlined by a personnel stakeholder in delaying KC-10 divestment is the impact to personnel:

With a dwindling initial qualification pipeline of aircrew members, but an ongoing mission requirement, commanders will be forced to indefinitely reclamation existing qualified Airmen of all ranks and qualifications, leaving them in an undesirable career limbo. This unpredictability will be detrimental to morale as developmental opportunities will be limited. Furthermore, without personalized attention from Air Mobility Command A1 (AMC/A1), Air Force Personnel Center (AFPC) and commanders, we are concerned that KC-10 crewmembers will overwhelmingly become bill payers for institutional requirements regardless of their personal preferences. The uncertainty of that process will likely be detrimental to rated aircrew retention. The sooner we can provide certainty and tell people what the plan is for them, the more likely it is that we, as an Air Force, will be able to retain them for other rated requirements.

Problem Statement

The KC-10 officer force currently lacks information on the personnel flow process during aircraft divestment and an assignment strategy that recommends a course that fulfills both individual officer development and future KC-10 operational mission needs.

Purpose Statement

The purpose of this research is to provide assignment education and direction for KC-10 personnel stakeholders during the divestment of the KC-10.

Research Objectives/Questions/Hypotheses

The objective of this research is to cover two specific areas. The first area aims to provide an education on how the personnel execution flow of a Programming Plan

(PPlan) during an aircraft divestment effects officer movement. It will also be essential to recognize and validate the actions of each participant during the PPlan personnel execution flow and explain how their actions factor into officer movement. The second area aims to address the purpose statement of the research by providing assignment guidance to the KC-10 personnel stakeholders during the divestment of the KC-10.

Based on these objectives the study intends to answer the following research question and investigative questions:

Research Question: *During the divestment of the KC-10, what is the personnel movement guidance for the KC-10 officer force, and how can it be implemented to optimize a balance of AF requirements, officer development, and retention?*

Investigative Questions (IQ):

IQ1: What is the impact on the KC-10 officer force during an aircraft divestment?

IQ2: What are personnel placement priorities for KC-10 officers?

IQ3: What is the most important personnel factor during aircraft divestment?

The overarching hypothesis is that from the research sources, education and guidance can be formulated that will enable KC-10 leaders and their officers a means to create an Individual Officer Plan (IOP) for their future personal and career aspirations despite the shifting KC-10 divestment timeline.

Research Focus

This study is focused towards the Air Force Personnel Center, KC-10 Squadron Commanders, and AMC Staff to illustrate potential communication and guidance shortfalls and identifies factors that may alleviate those risks. In order to limit the scope of the problem, the research will not focus on the entire KC-10 crew force, but solely on the KC-10 officer force. In order to understand the personnel execution flow and provide recommended assignment guidance for the KC-10 officer corps, qualitative research based on a case study of historical AMC PPlans, in person interviews, and direct observations will be conducted.

Methodology

A qualitative approach was selected to answer the research questions. “A qualitative study is often more holistic and emergent, with the specific focus, design, measurement tools (e.g., observations, interviews), and interpretations developing and possibly changing along the way” (Leedy & Ormrod, 2016: 81). The purpose of qualitative research is to explore and interpret as well as to describe and explain.

The research leverages a single case study method and draws upon multiple data sources such as Air Force regulations, historical aircraft divestment information, talent management materials, interviews, observations, scholarly journals, and articles. In addition, the study utilized qualitative analysis tools to find categories that emerged from the data that lead to information and theories that will assist the occurrence under study.

By utilizing an iterative case study approach, the research was able to discover past and present data and apply a spiral flow to the data to help answer the central and

investigative research questions. The case study aimed to explore and interpret past AMC PPlans and their related personnel actions in order to describe and explain the personnel execution flow. Subsequently, the study aimed to provide assignment guidance to the KC-10 officer force based on personnel stakeholder interviews, observations, and the information provided by the first phase of the case study. The research data was triangulated and member checked to ensure the validity and reliability of the information in this study.

Assumptions/Limitations

There are some straightforward assumptions that are essential to accurately describe and effectively scope the research. A baseline assumption is that the KC-10 will undergo divestment. AMC leadership and future Presidential budgeting have validated this assumption. Another assumption is that the KC-10 divestment timeline will continue to shift as delays in the KC-46 arrival persist. This assumption has been validated by both AMC and Boeing. As a result of KC-46 delivery delay, unit manpower documents (UMDs) will not update until a firm timeline is established. It is also assumed that not all KC-10 pilots will convert to the new KC-46 platform once it displaces the KC-10. An assumed rumor is that all KC-10 pilots will transition to the KC-135 tanker. Ultimately, it is assumed that there is not guidance in place outlying a personnel movement plan for the KC-10 officer corps outside of the Personnel Annex in the AMC PPlan.

This scope of this research focuses solely on the KC-10 officer corps. It is beyond the scope and limit of this research to include the KC-10 enlisted force. The research is applicable to all KC-10 officers, with the emphasis of the research on the KC-

10 officers within the wing structure. A final limitation of the study entails that because the KC-10 divestment is a current and constantly evolving event, the information for this study is only current as of May 2019.

Implications

The KC-10 divestment presents a workforce problem due to the lack of guidance of a personnel movement plan. This study aims to validate the roles and link together the personnel stakeholders involved in the divestment of the KC-10 to create a foundational personnel movement flow. Following the validation and education of the personnel movement execution flow, the research intends to provide guidance by producing a KC-10 officer force guidance memorandum that will deliver codified KC-10 officer assignment guidance from assignment authorities. Furthermore, talent management practices will be applied in the above-mentioned guidance to derive better value from and for our officers by applying multiple paths of development and investment in their growth. In order to conduct a successful personnel plan, leaders must begin with the end in mind, meaning they must understand what officers want to achieve during their time in the Air Force. Additionally, leaders must have knowledge of their officers' talents and desires as well as an understanding of Air Force needs in order to know when and where to properly place their personnel.

The results of the research could serve as a foundation for the 305 AMW to create an Implementation Plan (IPlan) for officer movement once the final KC-10 divestment timeline is published. Additionally, the findings of this research could be used for future guidance and personnel practices for the Mobility Air Forces (MAF) and for future aircraft divestment personnel plans.

II. Literature Review

Chapter Overview

The literature review provides background on the following elements: historical KC-10 divestment proceedings, past aircraft divestment documents, personnel, manpower, and talent management guidance. The review examines these subjects to deliver foundational direction that will be implemented in the final results of the research. The first section outlines the current KC-10 divestment situation by providing a historical perspective of the divestment proceedings leading to present day. The second section will cover AMC aircraft divestment documents to provide additional insight on divestment measures. Following, the next several sections provide the background and overview of personnel guidance, manpower guidance, and talent management guidance that are applicable to this study.

Background: KC-10 Divestment

As early as September 2013, the KC-10 air refueling platform has been part of a divestment discussion to create funding for the new KC-46A tanker. In 2013, AMC leadership revealed that having an assortment of tankers was a costly endeavor and could prevent the Air Force from purchasing a new and more modernized fleet. It was explained that if horizontal cuts were applied to the tanker fleet as a whole, small

efficiencies would be achieved across a very large force. However, if vertical cuts were applied, where divestment of an entire weapon system occurs, then greater cost savings could be achieved over a shorter timeline to purchase a new tanker fleet (“Air Force May Scrap KC-10 Tanker Fleet”, 2013).

The KC-10 divestment discussions began to take strides in 2014 as hearings conducted with the House Armed Services Committee (HASC) proposed to retire the KC-10 fleet in order to create required cost savings for the defense budget and apply the least amount of risk to national defense. The risk savings that the government would incur by divesting the KC-10 was outlined by the HASC:

So as we look to some of these difficult choices, to give you a comparison of savings in terms of other mobility aircraft, if we turn there, to achieve that same level of savings for divesting the KC-10 fleet, it would take an equivalent of divesting about 152 of our KC-135s. So that is about 34 percent of our tanker fleet. If we didn't want to do that because of the criticality that we have mentioned before in terms of the tankers, it would take our entire C-5M fleet, all 52 of those, to meet the equivalency, or we could take about 80 of our C-17s to meet that, which is about 37 percent of our airlift capacity. So, again, none of those are good choices, and they all come in significant increased risks to our ability to do our tasks. So the KC-10 divestiture, if we have to go there, we think would incur the least amount of additional risk. And that is just one example of the things that we have tried to work our way through as we balance the portfolios (HASC 113, 2013).

In 2017, it was announced by the SECAF that the two KC-10 operating bases JBMDL and Travis AFB were selected as the next two active-duty-led KC-46A bases and that the Air Force planned to divest the legacy tankers after growing the tanker fleet, which involved the KC-10 (SECAF PA, 2017). The buildup of these divestment arrangements started to create a parallel point of concern amongst the KC-10 aircrew community raising apprehensions as to the status of their future. For example, another article taken at face value only added to the growing tension in the KC-10 community.

The article also outlined the SECAF basing decision, but had a less appropriate title: “KC-10 Out KC-46 In,” (Murphy, 2017).

Additionally, the timeline of the KC-46 delivery to JBMDL and Travis AFB has been continually delayed since the basing announcement in 2017 due to multiple issues with the KC-46 delivery. Boeing was due to deliver the first 18 KC-46s to the Air Force in August 2017, however numerous technical issues were discovered that delayed the delivery timeline. In late 2018 the Air Force and Boeing came to an agreement in late 2018 that created a plan for the first KC-46 delivery. The first KC-46 was delivered on 10 January 2019, encompassing over a year of delay. Furthermore, the tanker platform still has major technical problems that will take years to reconcile before the aircraft is fully operational (Insinna & Martin, 2019).

In March of 2018, AMC published a PPlan outlining the conversion of the KC-10 to the KC-46 for JBMDL. The conversion plan was slated to commence in Fiscal Year 2019, however due to the delay of the KC-46 the conversion for the KC-10 has been placed on indefinite hold.

Due to the delay of the KC-46, United States Transportation Command (USTC) is planning to postpone the retirement of some KC-135 tankers due to KC-46 delivery delays. The USTC Commander stated the intent is to retain 28 KC-135 aircraft beyond their currently scheduled retirement to maintain military readiness. USTC also established that the Air Force still intends to divest the KC-10, while retaining a portion of the 57-year-old KC-135 inventory into the 2050s (Insinna, 2019).

The continual shifting timeline of the KC-46 coupled with the Air Force decision to retain planned divested aircraft has created the perfect storm of uncertainty for the KC-

10 officer force as to the status of their future. The KC-10 divestment story has been an on-going saga throughout the duration of this research study. As a current and constantly evolving issue, the KC-10 divestment has observed many informational breakthroughs throughout the length of this research that provided additional data to further shape the hypothesis. As a result of the evolving subject of focus, the researcher expects additional developments to occur following the conclusion of this study. The aim of the research is to provide relevant findings that will help provide a conclusion to the KC-10 divestment story.

Programming Plans

Per Air Force Instruction (AFI) 10-501, *Program Action Directives, Program Guidance Letters, Programming Plans, And Programming Messages* (2015) a Programming Plan is a detailed planning document used to implement individual Major Command (MAJCOM) initiatives. This document is written below Headquarters USAF-level and is used to initiate and record major actions. A PPlan is a directive, coordinated document, consisting of a Basic Plan and supporting functional staff annexes, which defines required actions, and outlines the responsibilities for achieving program objectives. The primary subjects for which PPlans are developed include unit activation and inactivation involving the physical move of people or assets (AFI 10-501, 2015).

The researcher reviewed eight past and present AMC PPlans that were supplied by the AMC historian and AMC/A5/8 offices. The PPlans spanned a period of 17 years and were based on the KC-46 replacement of the KC-10 at JBMDL, the KC-46

replacement of the KC-135 at McConnell AFB, and past divestments of the C-9 and C-141 aircraft. The primary area of focus within the PPlans was the personnel annex.

The personnel annex is a guidance document that outlines, identifies and assigns responsibility for personnel actions necessary to effectively and efficiently implement the programmatic actions of the plan. The annex is based on assignment policy, AFI 36-2110 with an objective to ensure a wing has the personnel actions resources in place necessary to support its mission. The annex contains two assumptions: assignment actions cannot be initiated until unit manpower document UMD changes are made and reflected in the system of record, and effort will be made to minimize adverse impacts on military members. The annex concludes with guidance stating, “assignment actions for deputy operations group commander, squadron commander, operations officer, and wing chief of safety are worked directly with AMC/A1K. Air Force Personnel Center will work directly with members/commanders regarding all other officer assignments” (AMC PPlan 18-01, 2018: 12).

The PPlans and their personnel annexes were evaluated to provide a historical perspective of guidance supplied to stakeholders during an aircraft divestment. Additionally, the review investigated to determine if any additional information or guidance could be provided through the analysis of the documents to better supply future guidance to personnel stakeholders through the review and comparison of the PPlans couple with interviews and observations.

Personnel

The personnel section of the literature review consisted of foundational documents vital to the structure of the research. The documents included AFI 36-2110, *Total Force Assignments*, the Rated Management Directive (RMD), as well as documents and presentations provided by the Air Force Personnel Center.

AFI 36-2110, *Total Force Assignments* (2018) establishes criteria for assignment of military personnel to satisfy operational, rotational, unit and training requirements, including formal education and professional military education and development requirements to include Temporary Duty (TDY) and Permanent Change of Station (PCS). This instruction implements Department of Defense (DoD) directives and instructions and contains the Total Force authority, guidance, and procedures, to select personnel and direct their temporary or permanent assignment or reassignment to satisfy national security requirements.

The instruction further states the Air Force will assign Airmen with the necessary skills to valid manpower requirements in order to meet Air Force mission objectives. This instruction must be cited as the assignment authority for operational (including rotational), training (including formal education and professional military education) and force structure assignments. PCS assignment authority cannot be further delegated (AFI 36-2110, 2018).

The instruction outlines the Mobility Air Forces Operations Airmen Career Management Section (AFPC/DP2ORM) as the designated PCS assignment authority for rated Mobility Air Forces officers. The KC-10 assignment portfolio falls under DP2ORM. Another key piece from AFI 36-2110 is the time on station (TOS)

requirement for officer PCS. In the case of an aircraft divestment (surplus) the assignment policy outlines that no minimum TOS is required for officers to move.

5.45.3. Per DoD direction, PCS eligibility exceptions based on surplus (example: no waiver of minimum time-on-station required) (AFI 36-2110, 2018: 168).

This policy guidance enables the latitude for the assignment authority to work with squadron commanders to move officers when the situation is best for the mission and officer development.

In addition to AFI 36-2110 the MAF Assignment Team operates under the Rated Management Directive. Figure 1 shows the RMD that is signed by the Chief of Staff of the Air Force (CSAF). The RMD (2018) sets policy for the equitable management of the rated shortages across the Air Force enterprise and is synchronized with pacing unit policy. Line flying squadrons and the flying training enterprise are prioritized; risk is accepted at the staff and support levels. The RMD establishes fill rates for various categories of rated positions ranging from operational wings to joint staffs. The document also governs the rated manning flow to different rated assignment priorities and provides a foundation of assignment opportunities for the various AFPC Rated Assignment Teams to source eligible officers to and from assignments.



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAR 16 2018

MEMORANDUM FOR ALMAJCOM-FOA-DRU/CV
DISTRIBUTION C

FROM: HQ USAF/CV
1670 Air Force Pentagon
Washington, DC 20330-1670

SUBJECT: Fiscal Year (FY) 2018 USAF Rated Management Directive (RMD) Addendum

The FY18 Rated Management Directive (RMD) signed by CSAF was signed on 26 October 2017. In late November 2017, a new rated inventory projection for FY18 indicated that the pilot inventory is projected to be approximately 570 less than previous projections. PACOM AOR rated entitlements were also increased. Because of these significant differences in projected inventory and PACOM increases, the AF/A3 is publishing an addendum to the FY18 RMD to address changes only and they are as follows:

Category	Overall Rated Goal	Fighter Pilot Goal
PACAF and PACOM staffs to include C2	85%	34-59%
Test Fly (Note 1)	84-94%	70-83%
Office of the Secretary of Defense/Defense Agencies/Joint Staff/Combatant Commands (Note 2)	65-72%	20-70%
Air Force Elements w/three or fewer requirements	50%	Not specified
MAJCOM staff	63-65%	22-25%
Air Staff	57-62%	21-24%
Institutional Requirements (Note 3)	417 officers	Not specified

Note 1: AFPC is authorized to man WIC schools and OT&E at levels equal to 90% for WIC schools and stated 11F test percentages by adjusting staff manning equitably across MAJCOMs and HAF to include graduating Sq/CCs and DE graduates training permitting.

Note 2: AF/A10 is the OPR for Key Nuclear Billets. KNB-qualified officers may not be moved into non-KNB billets without AFPC coordination.

Figure 1. Rated Management Directive Example (HQ USAF, 2018)

The final personnel piece that outlines the assignment structure is the Air Force Assignment Prioritization Flow. The flow, also known as the officer assignment

philosophy, relies on four priorities when assigning officers. They are AF mission needs, officer professional development (OPD), functional prioritization or functional manning, and member preferences (Figure 2. Legacy AFPC Air Force Officer Assignment Priorities). These priorities used to flow in the aforementioned order. However, with a new and more tailored focus on the officer, the flow has shifted to a circular construct that places different weight on each priority based on the individual situation (Figure 3. Air Force Officer Assignment Priorities).

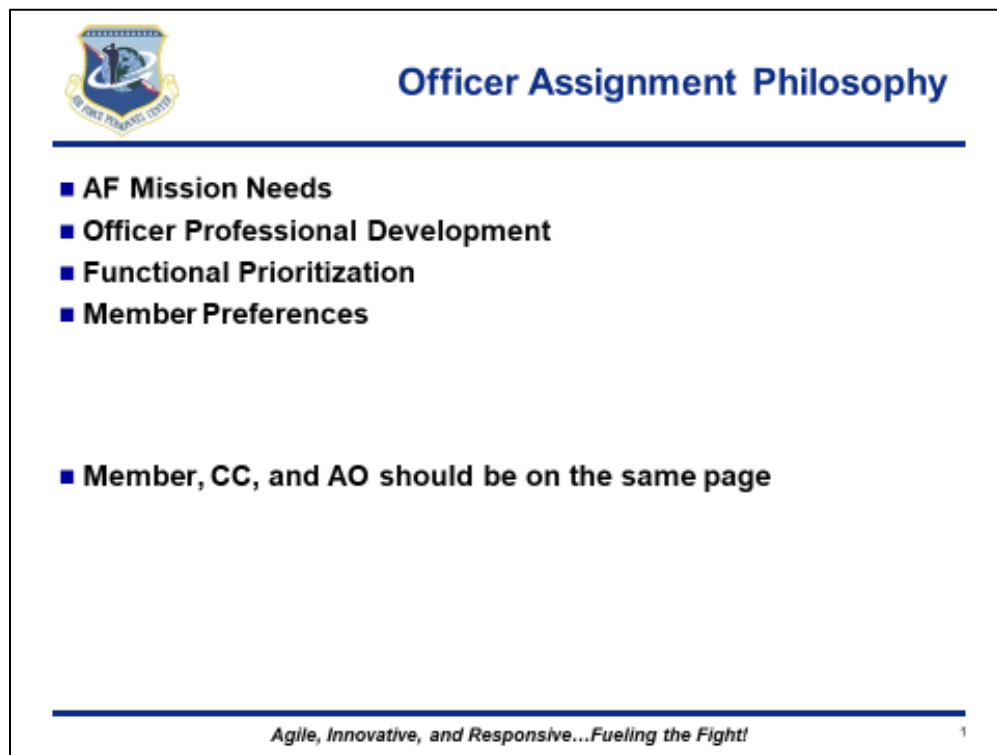


Figure 2. Legacy AFPC Air Force Officer Assignment Priorities (AFPC, 2019)



Air Force Officer Assignment Priorities are no longer in a particular order. Each priority will yield different weight based on the officer's individual situation.

Figure 3. Air Force Officer Assignment Priorities

Manpower

Air Force manpower requirements are jobs, often called positions or billets, to which personnel are assigned to perform Air Force missions. The billets are documented in unit manning documents with data elements that identify the skill, grade, Air Force Specialty Code (AFSC), and other characteristics necessary to perform the duties of the position in a given unit or organization. Unit Manpower Documents (UMDs) are maintained and stored in the Air Force Manpower Programming and Execution System (MPES). The MPES is the online management information system designed to collect and disseminate total force execution of programmed end-strength (AFPD 38-2, 2013).

The office of AMC/A1M is the office in charge of Mobility Air Forces rated manpower requirements. Their office is responsible for the UMDs that will be converted

during the KC-10 divestment period. In the case of an aircraft divestment, the manning change is applied to a UMD by the AMC/A1M office no earlier than the current quarter plus two subsequent quarters prior to aircraft movement (AFI 38-204, 2018). To clarify, the AMC/A1M office will update the manning documents at least two quarters prior to aircraft departure. Additionally, the final manning plan for the UMD will close out a quarter after aircraft departure. This will provide AFPC and commanders a timeline of three to four calendar quarters notice to initiate plans before an authorization changes or is removed from the UMD. In the case of the KC-46 arrival at a base, the same timeline is applied for aircraft delivery that is applied to aircraft departure. The following is an example of a MAF UMD (Figure 4. MAF UMD Example).

Printed On 22 Apr 2019

Unit Manpower Document AFMIA

M A C	POS	AFSC and TITLE	SEI	GRD	FGR	M A N P T I	PEC	DTY	C E A R C S C R P I I	CRK1	CRK2	RMK1	N U M	19/3	19/4	20/1	20/2	20/4	21/4	22/4	23/4		
MAC	PAS	UNIT	IIC INSTALLATION			SCC SUB			PAL2	PAL3	PAL4	CBF	CCP	MET	IDENTIT	PPN	PARENT UNIT						
1L	FMJ	2 ARF SQ	PTFL JEMDL MCGUIRE AFB			34			P	CA	CA	2C	MN	5N	MN	IMA	FHT7	305 OPS GP					
OSC: CC - COMMANDER			FAC: 108000 - SQUADRON COMMAND																				
1L	00191561L	COMMANDER	C011M3G	LTCOL	LTCOL	AX	6	00641219A	113L	5	H			1	1	1	1	1	1	1	1		
SUMMARY FOR:													Officer:	1	1	1	1	1	1	1	1	1	1
OSC: CC - COMMANDER													Enlisted:	0	0	0	0	0	0	0	0	0	0
FAC: 108000 - SQUADRON COMMAND													Civilian:	0	0	0	0	0	0	0	0	0	0
													TOTAL:	1	1	1	1	1	1	1	1	1	1
OSC: CCF - FIRST SERGEANT			FAC: 108200 - FIRST SERGEANT																				
1L	00191571L	FIRST SERGEANT	-8F000	MSGT	MSGT	AX	2	00641219A	L	6	G			1	1	1	1	1	1	1	1		
SUMMARY FOR:													Officer:	0	0	0	0	0	0	0	0	0	0
OSC: CCF - FIRST SERGEANT													Enlisted:	1	1	1	1	1	1	1	1	1	1
FAC: 108200 - FIRST SERGEANT													Civilian:	0	0	0	0	0	0	0	0	0	0
													TOTAL:	1	1	1	1	1	1	1	1	1	1
OSC: CCQ - ORDERLY ROOM			FAC: 108100 - SQUADRON SUPPORT S																				
1L	10122791L	EDUCATION & TNG JOUR	-3F251	GS-09	GS-09	AX		00641219A	10	7	G			1	1	1	1	1	1	1	1		
1L	10131831L	UNIT DEPLOYMENT MANA	-8U000	GS-09	GS-09	AX		00641219A	10	7	G			1	1	1	1	1	1	1	1		
1L	10028761L	PERSONNEL JOURNEYMAN	-3F051	GS-07	GS-07	AX		00641219A	L	10	7	G		1	1	1	1	1	1	1	1		
1L	10184951L	ADMINISTRATION JOURN	-3F551	GS-06	GS-06	AX		00641219A	10	7	G			1	1	1	1	1	1	1	1		
1L	00191581L	ADMINISTRATION JOURN	-3F551	GS-05	GS-05	AX		00641219A	10	7	G			1	1	1	1	1	1	1	1		
SUMMARY FOR:													Officer:	0	0	0	0	0	0	0	0	0	0
OSC: CCQ - ORDERLY ROOM													Enlisted:	0	0	0	0	0	0	0	0	0	0
FAC: 108100 - SQUADRON SUPPORT S													Civilian:	5	5	5	5	5	5	5	5	5	5
													TOTAL:	5	5	5	5	5	5	5	5	5	5
OSC: DCO - OPERATIONS OFFICER			FAC: 31A100 - OPERATIONS OFFICER																				
1L	00191621L	OPERATIONS OFFICER	B011M3G	LTCOL	LTCOL	AX	6	00641219A	700L	5	H			1	1	1	1	1	1	1	1		
FMJ	2	ARF SQ																					

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Data Current as of 22 April 2019

Figure 4. MAF UMD Example

Talent Management

Multiple sources on talent management ranging from relevant literature, human resource (HR) expert products, and presentations are observed in this section. Talent management applications are important factors in the success of any organization because they deal with the most important asset of an organization, the people.

In 2015, the Air Force created a document labeled the *Human Capital Annex to the United States Air Force (USAF) Strategic Master Plan*. This document outlines that the Air Force's strategic advantages lies within the margins of its talent and the degree to

which it leverages that talent. The document explains that the Air Force must provide tailored, flexible and unique talent management capabilities. The detailed, personal management of Airmen will enable the strategic agility the Air Force of the future demands.

The annex also determines that an adaptive human resource system with a modernized human capital management architecture that tailors resources, programs, and resource execution that adequately addresses societal needs and supports both Airmen and their families to enhance Air Force mission accomplishment is paramount (Human Capital Annex, 2015). In the case of the United States Air Force, and specifically the KC-10 officer corps, talent management practices will play a critical factor in the management of those resource-based values.

Talent management entails getting people with the right skills into the right jobs, and two major components of talent management are employee engagement and development. A common failure in the talent management process is recognized as having too little talent on hand or not being able to recognize the skilled individuals that are required for the mission. The goal of talent management is to help an organization achieve its overall objectives, and in order to meet those objectives, greater integration of employee engagement and development is paramount. Organizational goals should not just establish what performance goals are to be accomplished, but they should also deal with the skills and competencies that individuals need to accomplish them. It should assess developmental needs, plan for their development, and support their acquiring new skills (Oakes & Galagan, 2011).

Another term that is synonymous with talent management is career development. Career development is comprised of two elements, career management, by the organization and career planning, by the employee. Career management is defined as what the company wants from the employee with career planning as what the employee wants for their career. However, career planning cannot be conducted solely by the employee, the organization that employs them and the leaders they work for must also play a role in their career plan.

Beverly Kaye (2016), a renowned HR expert, mentioned that employee engagement paired with career development initiatives and growth are the primary factors in the talent management portfolio. One way to ensure that these factors occur in an organization is to make them obligatory integrated elements of an organization's practices. However, it works best when leaders clearly believe it, invest in it, and demonstrate it in their daily interactions with your people. Managers who prioritize career development understand that it's not just a human resources function, but it's also a leadership function. They don't see it as the annual exercise of checking boxes but rather as the daily exercise of engaging with others (Winkle Giulioni & Kaye, 2016). Engagement with employees followed by merging those engagements with individualized development plans based on the organization's goals paired with the employee's goals and attributes create an attainable path to career development. A visual example of where career management and career planning combine to form career development is depicted in Figure 5.

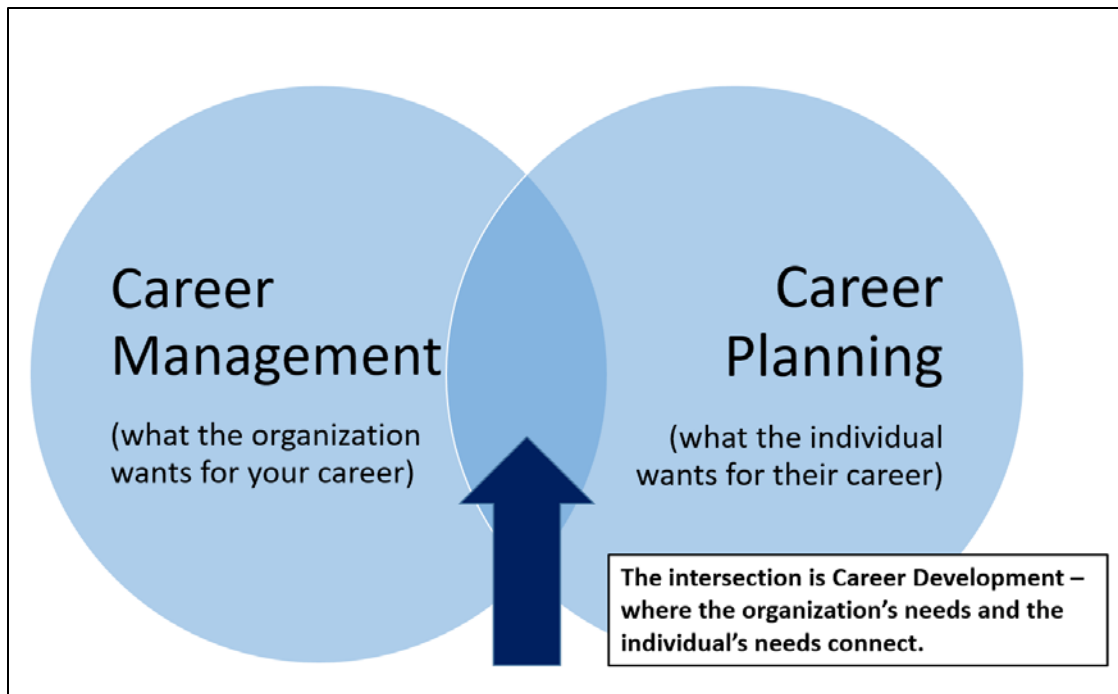


Figure 5. Career Development

Career planning is a set of activities that helps prepare employees for progression within their current organization. The process includes helping employees articulate a future career plan considering their interest, skills and opportunities within the organization. It involves assessing the employee's strengths and interests, designing a career path that aligns with the organization's workforce requirements, providing support and guidance, and channeling development effort towards the goals. ("Human Capital Growth." 2018).

The office of AMC/A1K, Officer and Civilian Force Development Division is the responsible agent for MAF officer force development. The AMC/A1K team initiates informed force development discussions and decisions with the MAF Development Team

(DT), AFPC and Wing Leadership. Furthermore, AMC/A1K works with the AFPC Mobility Air Forces Assignment Team to outline career planning and career development products and guidance to the MAF officer corps. These career development documents contain information and guidance specific to MAF officers, however they can be implemented by other officers outside the MAF. Furthermore, these documents are part of the talent management flow, if they are properly implemented by officers and their leaders to spark discussion and future goals then the talent management process has initiated.

The MAF Mentoring Tool as depicted in Figure 6 is a product that fits the definition of career planning, it considers employee's interests, skills and opportunities within the organization while involving employee's strengths and interests. A key addition, that this plan includes, is family and life designations that are taken into consideration when designing a career path that aligns with the organization's workforce requirements. Additionally, the MAF Mentoring Guide (Figures 7 and 8) provides the career management guidance that pairs with the MAF Mentoring Tool to create a career development and spark talent management. These documents follow the outline provided by the Air Force's human capital strategy by further applying applications of talent management for MAF officers.

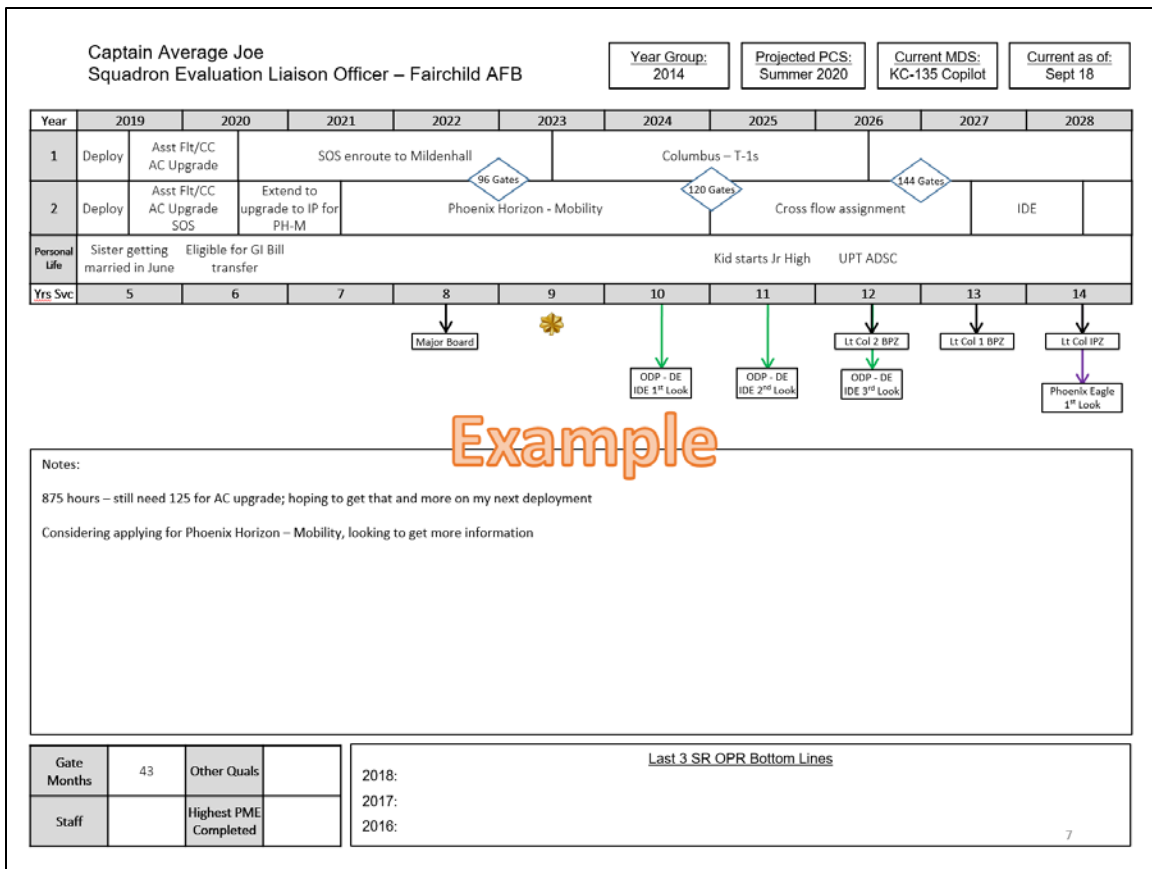


Figure 6. MAF Mentoring Tool (AMC/A1K, 2019)

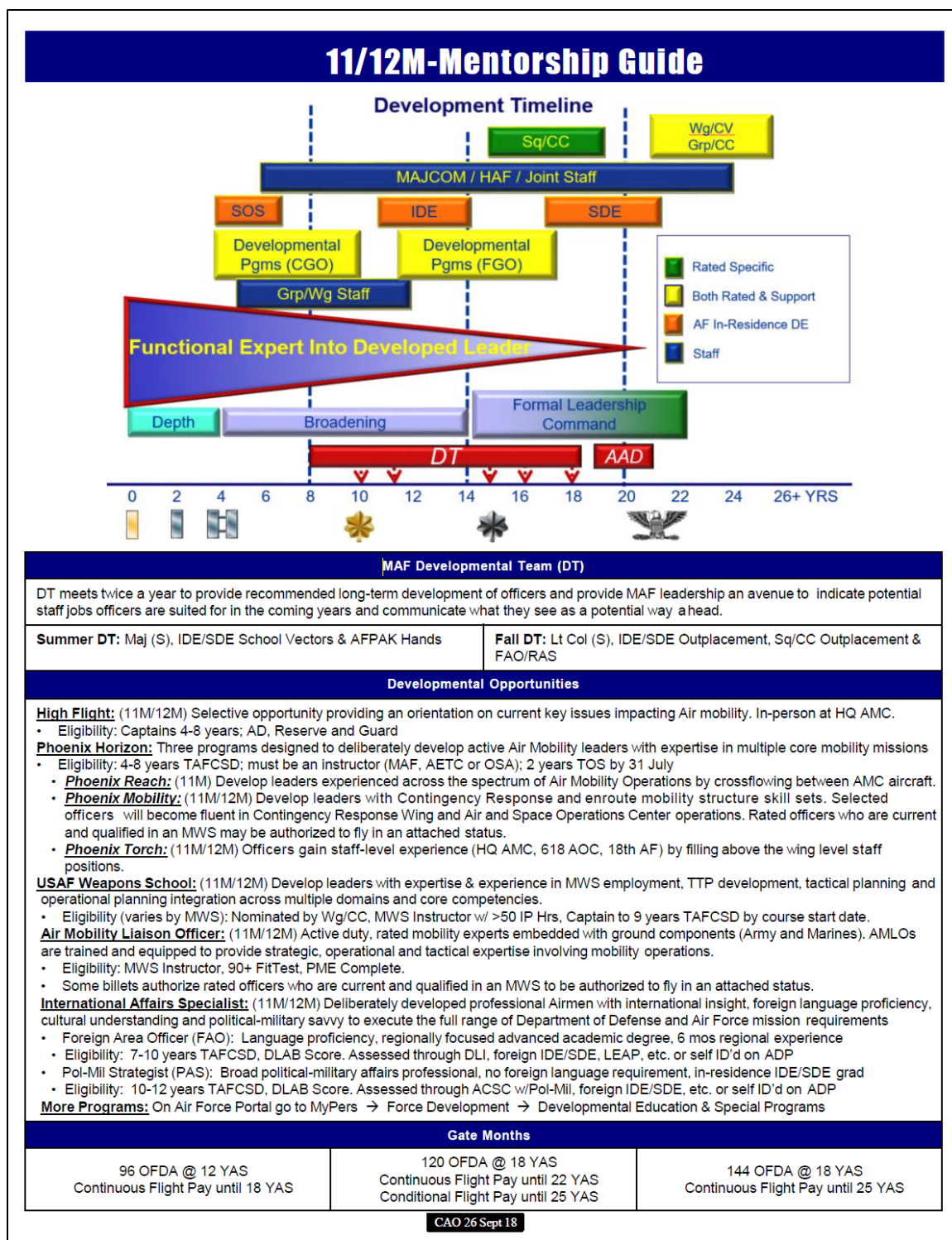


Figure 7. MAF Mentor Guide page 1 (AMC/A1K, 2018)

2019 AFAS TIMELINES										
Cycle	Initial VML Posted (0900 CST)	Field VML Reclama Window	Final VML Posted (COB)	Last Day to Submit Req	Last Day to Submit HHQ Priorities	PRD Visibility Window	ADP & BNR Due Date	AFPC Matches Asgnmts	RNLTD Months	
Summer	1 Aug 18	1 – 15 Aug 18	28 Aug 18	5 Sept 18	17 Sept 18	1-31 Oct 18	31 Oct 18	1 Nov 18 – 31 Jan 19	Jun – Sept 18	
Winter	11 Feb 19	11 – 25 Feb 19	8 Mar 19	15 Mar 19	25 Mar 19	8 – 30 Apr 19	30 Apr 19	1 May – 28 Jun 19	Oct 19 – May 20	
IDE - INTERMEDIATE DEVELOPMENTAL EDUCATION - 2018 DEDB // ACADEMIC YEAR 2019-2020										
YG	Promotion Board	DOR to Major			2016	2017	2018	2019	2020	2021
2006	P0415C	1-Apr-16 - 31-Mar-16			1st	2nd	Last			
2007	P0416C	1-Jan-17 - 30-Sep-17				1st	2nd	Last		
2008	P0417C	1-Oct-17 - 30-Jul-18					1st	2nd	Last	
2009	P0417D	1-Aug-18 - Present						1st	2nd	Last
SDE - SENIOR DEVELOPMENTAL EDUCATION - 2018 DEDB // ACADEMIC YEAR 2019-2020										
YG	Promotion Board	DOR to Lt Col			2016	2017	2018	2019	2020	2021
1999	P0513A	1-Jan-14 - 28-Feb-15			1st	2nd	3rd	Last		
2000	P0514A	1-Mar-15 - 31-Jan-16				1st	2nd	3rd	Last	
2001	P0515A	1-Feb-16 - 31-Dec-16					1st	2nd	3rd	Last
2002	P0516A	1-Jan-17 - Promotion Sequence						1st	2nd	3rd
PROMOTION BOARDS										
If your DOR to Captain is:		Major	Lt Col			Colonel				
		IPZ	2 Yrs BPZ	1 Yr BPZ	IPZ	2 Yrs BPZ	1 Yr BPZ	IPZ		
01-Jan-2013 - 31-Dec-2013 (09 YG)		2017D	2021	2022	2023	2027	2028	2029		
01-Jan-2014 - 31-Dec-2014 (10 YG)		2018	2022	2023	2024	2028	2029	2030		
01-Jan-2015 - 31-Dec-2015 (11 YG)		2019	2023	2024	2025	2029	2030	2031		
01-Jan-2016 - 31-Dec-2016 (12 YG)		2020	2024	2025	2026	2030	2031	2032		
01-Jan-2017 - 31-Dec-2017 (13 YG)		2021	2025	2026	2027	2031	2032	2033		
01-Jan-2018 - 31-Dec-2019 (14 YG)		2022	2026	2027	2028	2032	2033	2034		
01-Jan-2019 - 31-Dec-2020 (15 YG)		2023	2027	2028	2029	2033	2034	2035		
If your DOR to Major is:		Lt Col			Colonel					
		2 Yrs BPZ	1 Yr BPZ	IPZ	2 Yrs BPZ	1 Yr BPZ	IPZ			
01-Jan-2014 - 31-May-2015 (04 YG)		2016	2017	2018	2022	2023	2024			
01-Jun-2015 - 31-Mar-2016 (05 YG)		2017	2018	2019	2023	2024	2025			
01-Apr-2016 - 31-Dec-2016 (06 YG)		2018	2019	2020	2024	2025	2026			
01-Jan-2017 - 30-Sep-2017 (07 YG)		2019	2020	2021	2025	2026	2027			
01-Oct-2017 - 30-Jul-2018 (08 YG)		2020	2021	2022	2026	2027	2028			
If your DOR to Lt Col is:		Colonel								
		2 Yrs BPZ	1 Yr BPZ	IPZ						
01-Dec-2012 - 31-Dec-2013 (98 YG)		2016	2017	2018						
01-Jan-2014 - 28-Feb-2015 (99 YG)		2017	2018	2019						
01-Mar-2015 - 31-Jan-2016 (00 YG)		2018	2019	2020						
01-Feb-2016 - 31 Dec 2016 (01 YG)		2019	2020	2021						
01-Jan-2017 – 30 Nov 2017 (02 YG)		2020	2021	2022						
01-Dec-2017 - Present (03 YG)		2021	2022	2023						
11/12M Contact Information	11/12M CFM: Col (S) James Mach AF/A3TM DSN: 223-6304 / Comm: 703-693-6304									
	AFPC Total Force Service Center: Comm: 1-800-525-0102									
	AFPC Branch Chief: Lt Col Johnny McGonigal DSN: 665-1428 / Comm: 210-565-1428									
	AMC/A1KO Force Development: DSN: 779-7950 / Comm: 618-229-7950									
CAO 26 Sept 18										

Figure 8. MAF Mentor Guide page 2 (AMC/A1K, 2018)

III. Methodology and Analysis

Chapter Overview

The purpose of this chapter is to describe the qualitative research methods and analysis processes that were implemented to conduct this study. First, an outline of the research design is presented. Then, an overview of the data collection and preparation methods is presented. Following explanation of the data collection methods, the researcher will explain the qualitative data analysis processes used to discover developing information and themes, how the information was coded, recorded, and summarize the findings. Finally, this chapter will conclude by describing the methods the investigator utilized to ensure validity and reliability for the study.

Case Study Research Design

A case study is “a type of qualitative research in which in-depth data are gathered relative to a single individual, program, or event for the purpose of learning more about an unknown or poorly understood situation” (Leddy & Ormrod, 2016: 84). Case studies tend to be most useful for generating or providing preliminary support for one or more hypotheses regarding the situation being investigated.

The situation, in this case, involved an iterative case study design that was fashioned by applying multiple qualitative research methods conducted through interviews, observations, and documents that were in turn analyzed by Creswell’s (2014) Spiral Data Analysis and a thematic analysis to provide support for the personnel movement plan hypotheses. An in-depth discovery and understanding of the personnel

guidance and execution flow process during an aircraft divestment was coupled with interviews and observations to drive additional information within the iterative case study to better educate and provide guidance for the KC-10 divestment personnel stakeholders.

Data Collection

In a typical case study, a researcher collects extensive data on the individuals, programs, or events that focus on the topic of research. The data typically includes: interviews, observations, past records, and documents (Leedy & Ormrod, 2016). This case study implemented an in-depth approach that included three primary methods of data collection: interviews, observations, and appropriate written documents.

During the data collection phase of a qualitative research study the researcher will spend considerable time on the sites of study and conduct regular interactions with the person or people that are being studied. Additionally, the researcher will record details about the context surrounding the case. By portraying the contexts, interested parties who read the research report may be able to draw conclusions about the extent to which the study's findings may be applicable to their organizations (Leedy & Ormrod, 2016).

Interviews and Direct Observations

The researcher elected to apply the Leedy and Ormrod (2016) case study technique by conducting a considerable amount of travel to spend a considerable amount of time over a five-month period at the sites of study and with the subjects of the study. The result of conducting as much in-person research as possible with the various

participants opened many doors to link communication and practices that were of value to the study.

The interviews and observations were conducted through multiple occurrences with the AMC staff at Scott AFB, the Air Force Personnel Center mobility assignment team at Joint Base San Antonio – Randolph, the KC-46 Program Integration Office (PIO) at JBMDL and McConnell AFB, KC-135 and KC-46 leadership at McConnell AFB, and at both KC-10 bases, the 305 AMW and 60 AMW to include both Active Duty and Reserve components. The AMC participants consisted of both uniformed and civilian personnel from the AMC/A1, AMC/A3T, and AMC/A5/8 staffs. Collectively, there was over 150 years of experience amongst the AMC experts that were a part of the study. The other interview participants were selected based on their past and current experience with aircraft divestment plans, personnel experience, current position, and their relationship with the KC-10 community. These participants were comprised of active duty, reserve, and civilian experts ranging from 15 to 25 years of expertise in their perspective career field.

The interviews and direct observations occurred during executive level engagements with AMC and KC-10 leadership, Site Activation Task Force (SATAF) meetings at JBMDL, KC-10 divestment proceedings at various locations, office calls, and by shadowing the involved participants.

The interviews and observations comprised valuable overlapping sets of data from the participants involved with the KC-10 personnel movement execution flow to conduct the analyses for the case study. The participants that were interviewed for this research are all experts in their perspective career fields.

The interviews and observations were conducted via telephone, virtual teleconference, email, and in-person meetings with past and present experts involved with the field of study over a five-month period. The observations and interviews were documented by written notes, typed up on a word document, and then verified by those interviewed. The researcher determined the interview and observation process was complete once “data saturation” was achieved. As a reflection, the notes taken during the observations played a critical role in the data collection for the realization of this study.

Research Documents

The documents included in the data collection consisted of various past and present AMC Programming Plans that were supplied by the AMC historian and AMC/A5/8 offices. Manpower and personnel AFIs that were referenced or mentioned by the involved staffs were also included in the document data collection. The research was provided eight PPlans ranging over the past 17 years. The PPlans were based on the KC-46 replacement of the KC-10 at JBMDL, the KC-46 replacement of the KC-135 at McConnell AFB, and past divestments of the C-9 and C-141 aircraft. The investigation of past AMC aircraft divestment PPlan manpower and personnel annex guides provided key material to the present day research focus. The research studied multiple manpower and personnel AFIs and documents that outlined policy and guidance for the study’s focus; the manpower and personnel AFIs were another major data component that aided in the analysis of the study.

Data Analysis

Qualitative data analysis is an iterative process. Unlike quantitative research where data collection, analysis, and interpretation are separate steps in a research project qualitative research designs are closely intertwined where the researcher collects and analyzes data simultaneously (Leedy & Ormrod, 2016).

This section describes how the researcher analyzed the collected case study data and how the iterative process that was applied. The researcher elected to use two analysis models, the Creswell Data Analysis Spiral and a thematic analysis to conduct the case study. The spiral analysis was a valuable instrument to aid in the analysis of the multifaceted data to create a foundational flow that would aid in providing the necessary education to aid in providing guidance based on the results of the later thematic analysis.

The first set of interviews, observations and document reviews conducted with the aforementioned participants in the data collection section oversaw an investigation on past and present aircraft divestment programming plans, specifically the manpower and personnel sections. The assembled data from this phase of the study was analyzed using Creswell's Data Analysis Spiral and was applied to provide a foundational movement design for the personnel execution flow during a divestment.

Creswell's Data Analysis Spiral

Creswell's Data Analysis Spiral (Figure 9), was adopted by the researcher to use as a guide to form a foundational flow for the personnel execution plan for the case study. Leedy and Ormrod (2016) outline the analysis with the follow steps:

1. **Organize** the data, perhaps using index cards, manila folders, or a computer database.
2. **Peruse** the entire data set several times to get a sense of what it contains as a whole. In the process, the researcher should jot down a few memos that suggest possible categories or interpretations.
3. **Identify** general characteristics or themes, and perhaps subcategories or subthemes as well, and then classify each piece of data accordingly. At this point, the researcher should be getting a general sense of the patterns.
4. **Integrate and summarize data for readers.** This step might include offering propositions or hypotheses that describe relationships among the categories. It might also involve packaging the data into an organizational scheme such as a table, figure, matrix, or hierarchical diagram.

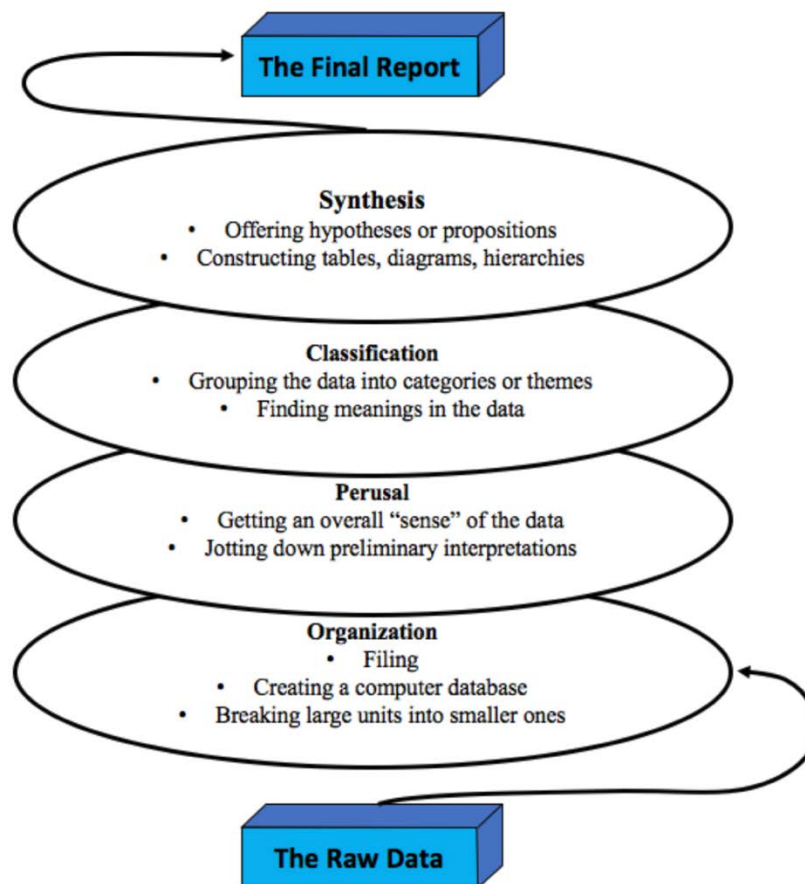


Figure 9. Creswell's Data Analysis Spiral (Leedy & Ormrod, 2016)

The primary research data was comprised of multiple interviews and observations with the studied interview participants coupled with a literature review. The literature review consisted of eight AMC Programming Plans, manpower, and personnel documents. The literature review enabled the researcher to orient, compare, and help analyze the documents and interview data. The interview and observational data were compiled and organized into a word database for review.

The organized data was then examined and interpreted by identifying and combining similar data themes or characteristics to create categories based on the roles of each stakeholder. The PPlan personnel annexes were combined into one single file to classify themes from the annexes. Once the categories of the movement were classified by the specific actors in the personnel execution flow the data was synthesized to create a process flow diagram. Coupled with the visual process flow a detailed summary of the personnel execution flow roles and perspectives during aircraft divestment was provided by the analysis. The PPlan personnel annex themes were identified and published in a matrix.

KC-10 Divestment, Personnel Execution Flow Roles and Perspectives

AMC/A5/8, Strategic Plans, Requirements, and Programs Directorate

The AMC/A5/8 is the office of primary responsibility for the oversight of the programming plan. The staff creates a directive, coordinated document, consisting of a Basic Plan and supporting functional staff annexes, which defines required actions, and outlines the responsibilities for achieving a given program objective.

The AMC/A5/8 staff determines the end of year aircraft totals, which in turn controls the flow of divested aircraft. The staff then provides the divestment forecast to the AMC/A3T and AMC/A1M Divisions. The staff also indicated that the PPlan is not a required document for the MAJCOM to publish, but rather a recommended document.

AMC/A3T, Aircrew Training Division

AMC/A3T is the office that holds responsibility for aircrew training and crew ratio requirements. The staff mentioned that their office manages the cradle to grave task of aircrew training, accessions, absorption and sustainment of all MAF aircrew members. The AMC/A3T staff supplies inputs that guide the ratio of crews that are attached to aircraft and specifically the number of pilots. Furthermore the AMC/A3T staff works with the A5/8 and A1M staffs to ensure the aircraft flow matches the personnel flow. Once the crew ratio requirements are determined, the AMC/A3T staff reports the numbers to A1M to update and publish manpower requirements.

Additionally, during the divestment period, AMC/A3T will work in lockstep with AFPC to determine training flows and accessions. A key takeaway from AMC/A3T is that the accessed pilot into the KC-10 should occur no later than three years prior to the last KC-10 Aircraft Commander training date. This will allow all KC-10 pilots to reach the level of aircraft commander to ensure a smoother future career path as an aviator. AMC/A3T will work this timeline and flow with AFPC.

AMC/A1M, Manpower and Organization Division

AMC/A1M is the office in charge of manpower requirements. AMC/A1M will update UMDs once aircraft numbers and crew ratios are determined prior by the AMC/A5/8 and AMC/A3T offices. A key takeaway from the AMC/A1M office that effects the personnel flow of faces is when and how UMDs are transformed during aircraft divestment. When a manning change is applied to a UMD, AMC/A1M will make the change effective no earlier than the current quarter plus two (AFI 38-204, 2018). To clarify, the AMC/A1M office will update the manning documents at two quarters prior to aircraft delivery. Additionally, the final manning plan for the UMD will close out a quarter after aircraft arrival. This will allow AFPC and commanders three to four quarters notice to initiate plans before an authorization changes or is removed from the UMD.

The second key takeaway from AMC/A1M was that UMDs act as a guide for manpower. Commanders and AFPC are responsible for the officers occupying the funded positions. However, if temporary deviations are required for mission accomplishment or officer development, the UMD does not handcuff the commander or AFPC from making deviations. Once the UMDs are updated by AMC/A1M, commanders and AFPC will work to provide assignments and fill the manpower requirements.

AMC A1K, Officer and Civilian Force Development Division

The AMC/A1K division is in charge of force development for MAF officers. The AMC/A1K team initiates informed force development discussions and decisions with the MAF Development Team, AFPC and Wing Leadership. They are responsible for assignment actions for deputy operations group commanders, squadron commanders, operations officers, and wing chiefs of safety. AMC/A1K works directly with AFPC to properly place these officers into the right assignments at the right time and place. Additionally, the AMC/A1K staff works with AFPC on placement for officers selected for developmental education and PHOENIX HORIZON programs. The AMC/A1K staff will provide direct focus on officers managed by the MAF DT while local command leadership and AFPC will work all other officers directly. Officers in an aircraft that is scheduled to be divested are still eligible to apply for all standard force development opportunities.

The AMC/A1K team recommends to provide an early list of options for outplacement, as well as open communication between leadership and affected individuals will drive our best chances to optimize force development moves and overall talent management.

AFPC/DP2ORM, Mobility Air Forces Assignment Team

In accordance with AFI 36-2110 (2018), Table 1.2 specifies designated authority and office of primary responsibility for assignment actions. AFPC/DP2ORM, Mobility Air Forces Operations Airmen Career Management Section is responsible for all mobility pilot and combat systems operator (11M/12M) assignments (AFI 36-2110, 2018).

Per the AFPC Assignment Office the KC-10 Assignment Officer (AO) is an element of AFPC/DP2ORM, and is charged with executing Headquarters Air Force (HAF) policy and guidance that addresses requirements for the KC-10 crew force. The AO is responsible for ensuring that each assignment is executed within the confines of the four priorities: needs of the Air Force, officer professional development, functional priority, and member preferences. Considering the priorities, the AO must be familiar with: 1) the regulations, policies, and requirements pertaining to AF personnel; 2) force development policies and career paths to command or to a full, aviator career; 3) requirements and manning levels for the communities that the AO is responsible for; and 4) preferences of each officer eligible to move during an assignment cycle, whether directly or through commanders.

The AO's role is also one a mediator. Unit commanders utilize their wing commanders, who message to the (Numbered Air Force) NAF Commander to advocate for changes at the MAJCOM. Unit commanders can also utilize the AO, who has a direct link to the HAF via Career Field Manager (CFM) to community concerns. Through face-to-face and interactions through phone and email, the AOs are also able to gain insight on the pulse of the community. Therefore, in addition to the role as an executor of assignment requirements and policy, the AO is a networker, conduit for information, and advocate for the community that he or she represents.

The research found that the KC-10 AO acts as a critical link with the squadron commanders, AMC/A3T, and AMC/A1K to ensure personnel movement is properly coordinated to ensure officers move to the right job at the right place and right time. AMC/A3T provides training timelines and inputs, AMC/A1K provides force

development initiatives and guidance, and the commanders provide personalized information about the officers. All of these contributions are placed together by the AFPC AO to find the best possible placement for the officer that fits the four assignment principles.

A key policy takeaway from AFPC is the time on station, permanent change of station requirements for officers. In the case of an aircraft divestment, AFI 36-2110 (2018) outlines the TOS required for officers to move:

5.45.3. Per DoD direction, PCS eligibility exceptions based on surplus (example: no waiver of minimum time-on-station required) (AFI 36-2110, 2018: 168).

The direction from this policy explains that a TOS requirement is not required for officer movement during the divestment period. This allows AFPC and squadron commanders the latitude to move people when it is best for the mission and officer development. This assignment policy information based on the assignment priority flow in conjunction with the UMD timeline knowledge provided by AMC/A1M and the Force Development opportunities provided by AMC/A1K will help enable squadron commanders and their officers to formulate IOPs with AFPC.

KC-10 Squadron Commander

Air Force commanders have three primary duties as outlined by AFI 1-2 (2014): Execute the Mission, Manage Resources, and Improve the Unit. Execute the mission, commanders hold the authority and responsibility to act and to lead their units to accomplish the mission. Air Force commanders have threefold mission execution responsibilities: primary mission, Air Expeditionary Force (AEF) readiness, and mission assurance command and control. Commanders must apply good risk management,

accept risk and manage resources to adjust the timing, quality, and quantity of their support to meet the requirements of the supported commander. Manage resources, commanders are entrusted with resources to accomplish a stated mission. Those resources include: manpower, funds, equipment, facilities and environment, guidance, and Airmen's time. Commanders must consider risk in their stewardship of scarce resources to ensure effective and efficient mission accomplishment. Improve the unit, continuous process improvement is a hallmark of highly successful organizations (AFI 1-2, 2014).

The responsibilities presented by AFI 1-2 outline the general responsibilities of the KC-10 squadron commanders. Commanders are responsible for the training and equipping of a competent, operationally capable KC-10 crewforce and ensuring the proper resources and training are provided for crews to execute the mission. Additionally, from a personnel aspect, the commanders are responsible for the talent development of individual officers as they grow and develop in the jet and become supervisors and leaders. By conducting their primary duties they execute the mission, take care of their people, and do it through innovative methods.

KC-10 commanders work directly with their officers to provide career development opportunities and are responsible for the outplacing of their officers by approving personnel moves with AFPC. This portion of the flow is a cycle that works back and forth with AFPC and A1K developmental inputs for the final placement for the officer. Based on the commander responsibilities outlined it is incumbent upon them to ensure mission requirements and officer development are dually tracked and executed. A critical input brought up by KC-10 leaders was that individual aircrew must know that

there is a specific plan for them, and that their commanders and AFPC functional are actively working toward their career plan after the KC-10 is divested.

KC-10 Officer

The KC-10 Officer is the final customer and piece of the personnel execution flow. The officer works in collaboration with their commander to provide their desired career development path. Their responsibility will be to build their IOP with their commander based on AFPC and AMC/A1K inputs for their future development. This action will enable a proposed plan for the officer when divestment occurs. The final outcome of the personnel execution flow will result with the KC-10 officer receiving an assignment.

Creswell's Spiral Analysis Summary

The interviews and observations conducted with the AMC staffs, AFPC, and KC-10 community leaders outlined the role and perspective of each entity and how their roles are linked together in regards to the personnel execution flow for the KC-10 divestment. The interviews were organized and sequentially reviewed after each iteration to gain a sense of the data by understanding the interviewed entity's role in the execution flow. Once the interviews were completed, the roles of each entity were classified and their connections described to illustrate the execution flow. The interview data was then triangulated and member checked for validity amongst the various stakeholders and provided documents. A diagram was created based on Creswell's Spiral Data Analysis to

provide an illustrative description of the AMC PPlan KC-10 Divestment, Personnel Execution Flow as seen in figure 10.

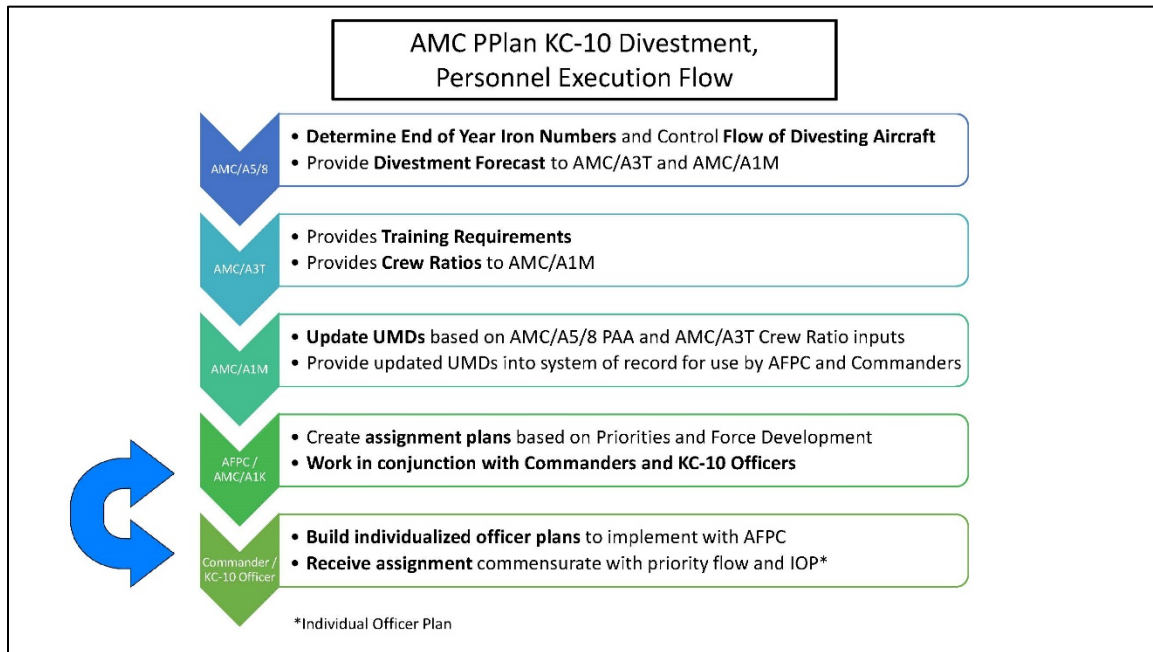


Figure 10. AMC PPlan KC-10 Divestment Personnel Execution Flow

Programming Plan Personnel Annex Review

Following the completion of the process flow diagram and perspectives the researcher noted a secondary observation that was provided by the combined data of the eight PPlan personnel annexes. Four primary themes were assembled from the data to achieve an understanding.

The four themes were identified as AFI 36-2110 guidance, structured timelines, AMC/A1K information, and AFPC and squadron commander information (Table 1.). Based on the coded themes, the analysis found that only general AFI personnel guidance

was a constant theme presented to the personnel stakeholders throughout all reviewed PPlans. Over time as PPlans progressed, timelines were removed from the personnel annexes, however inclusion of AMC/A1K, AFPC and squadron commanders as personnel actors was applied.

Table 1. Eight PPlan Matrix

	Eight PPlan Matrix			
	36-2110	Structured Timeline	A1K Information	AFPC & Sq/CC Information
1.) '02	x	x		
2.) '03	x	x		
3.) '04	x	x		
4.) '06	x	x		
5.) '14	x			
6.) '15	x		x	
7.) '16	x		x	x
8.) '18	x		x	x

Programming Plan Analysis Summary

The analysis provided verification that the PPlan provides as much guidance as possible from the MAJCOM based on the releasable information that the MAJCOM possesses at the time of publishing. The research observed that a PPlan is a general document that provides broad oversight for the divestment proceedings. However, the analysis also presented that the most effective PPlan would employ a personnel annex that included all four coded categories. Additionally the annex would include verbiage for AFPC and squadron commanders to work individualized plans for their officers based

on mission requirements and talent management, as well as include verbiage for wings to develop a deliberate Implementation Plan for their specific actions.

Thematic Analysis

The next investigation conducted by the study was comprised of semi-structured interviews and direct observations that were analyzed and coded through a thematic analysis. Due to the iterative nature of this case study the thematic analysis was conducted after the process flow investigation based upon themes provided by the build-up of data. A thematic analysis emphasizes organization and a rich description of the data set. Thematic analysis goes beyond counting phrases or words in a text and moves on to identifying implicit and explicit ideas within the data (Braun & Clarke, 2016). In the case of this research, thematic analysis was an applicable tool to identify themes and create hypotheses. A thematic analysis provides more than a data summary; a good thematic analysis interprets and makes sense of the information (Maguire & Delahunt, 2017). The analysis drew the themes from semi-structured interviews and direct observations.

Semi-structured interviews are in-depth dialogues that are utilized extensively as an interviewing format with an individual or sometimes even with a group (Corbin & Strauss, 2008). A semi-structured interview enables the researcher to follow both the standard question set along with the ability to allow additional ideas to be brought up during the interview based on interviewee dialogue while still reaming within the general framework of the theme. Furthermore, the semi-structured interviews were based on an interview guide, which is a schematic presentation of questions or topics. The interview

guide enables a more systematic and comprehensive format for the participants. The questions in the interview guide are comprised of core questions along with many associated questions, which would add value to the research.

Direct observation is a qualitative research method where researchers become immersed in the daily life of the people. “In fact over the course of the study, their role may gradually change from “outsider” to “insider.” The advantage here is that the researcher might gain insights about the group and its behaviors that could not be obtained in any other way.” (Leedy & Ormrod, 2016: 255).

The data that was applied to conduct the analysis was based on the eight semi-structured interviews and observations conducted with the experts and stakeholders involved with the KC-10 divestment. All participants were provided questions and a briefing before the interview. All interviews were transcribed, coded and summarized by the investigator for analysis. The interviews retrieved qualitative data to discover emerging themes and trends to apply to the research and investigative questions. Additionally, the interviews collected important information to provide a foundation of knowledge on the different roles of each stakeholder in the personnel movement process flow that was covered by the spiral analysis as a part of the iterative case study flow.

The researcher followed the tested Braun and Clarke method to conduct the thematic analysis. The Braun and Clarke (2006) analysis method is a six-step guide that provides a very useful framework for conducting a thematic analysis (Table 2.).

Table 2. Thematic Analysis Six-step Guide

Step 1	Familiarize data
Step 2	Generate initial codes
Step 3	Search for themes
Step 4	Review themes
Step 5	Define themes
Step 6	Write-up

The first phase of the six-step guide, familiarizing data was conducted by reading and re-reading the interview transcripts. The second phase, generation of initial codes was executed by coding each segment of data that was relevant to or captured data of interest for the research. The third phase, the search for themes was implemented by examining the codes that were generated by the data and placing those codes that clearly fit together into a theme. The fourth phase, the reviewing of themes was conducted by examining the validity of the themes and if they were still applicable to the research. The fifth phase, the defining of themes was enabled by identifying the classification of each theme. The sixth and final phase, providing a write up was accomplished by delivering a report to the stakeholders involved in the analysis (Braun & Clarke, 2006).

The questions that were used for the thematic analysis are listed below:

1. What is the impact on your organization during the coordination of an aircraft divestment?
2. Characterize the quality and quantity of information your organization receives for personnel movement.
3. Who is in charge of the personnel movement?
4. What personnel movements are prioritized?

5. What are your personnel placement priorities?
6. Is talent management and career timeline management factored into personnel movement during an aircraft divestment?
7. What is the most important factor for personnel during an aircraft divestment?

Thematic Analysis Interviews

Eight interviews were conducted with various experts and stakeholders involved with the KC-10 divestment that were used as part of the thematic analysis. The participants included personnel from the AMC/A1 staff, AFPC MAF Assignment Team, and KC-10 leaders at both JBMDL and Travis Air Force base. The participants were comprised of active duty, reserve, and civilian experts ranging from 15 to 25 years of expertise in their perspective career field. The interviews were conducted from January 2019 through May 2019, either in person or over the phone. In a few cases, respondents provided additional written answers post-interview. Participants were selected based on their current position, background, and experience. Following the interviews, the participants reviewed and confirmed all information provided for the research was accurate. The intent was to question the stakeholders and draw themes based on their understanding of the personnel movement process and the impacts that the KC-10 divestment will have on their organization and the KC-10 officer force during aircraft divestment.

The thematic analysis was used to determine constants between participant responses and illustrate themes that would assist in drawing conclusions to answer the investigative and research questions. Seven questions were selected from the interview

questions that had direct influence on the conclusions. All interview participants contributed with answers to the questions for the analysis. The coded data from the interviews was then applied to create themes.

Table 3. Coded Question Data

Q-1	What is the impact on your organization during the coordination of an aircraft divestment?
Q-2	Characterize the quality and quantity of information your organization receives for personnel movement.
Q-3	Who is in charge of the personnel movement?
Q-4	What personnel movements are prioritized?
Q-5	What are your personnel placement priorities?
Q-6	Is talent management and career timeline management factored into personnel movement during an aircraft divestment?
Q-7	What is the most important factor for personnel during an aircraft divestment?

Q-1. What is the impact on your organization during the coordination of an aircraft divestment?

All participants that were interviewed submitted that a risk to mission and personnel would be the largest impact to their organization based on the lack of a divest timeline and personnel plan. A noted sub theme articulated by all participants declared that a lack of communication in the process would drive potential morale and officer retention issues, themed – risk of force.

Q-2. Characterize the quality and quantity of information your organization receives for personnel movement.

75 percent of the participants stated that they currently receive no information in regards to personnel movement. 25 percent stated they receive some information based on self-initiated communication with AFPC and AMC. A recognized sub theme from 63 percent of the participants concluded that most information was identified as rumors from invalidated sources.

Q-3. Who is in charge of the personnel movement?

88 percent of the participants concluded that a mixture of AFPC and the squadron commanders were in charge of the personnel movement. 12 percent of the participants stated they were not fully positive on who was responsible for personnel movement. Additionally, 100 percent of the participants noted the role of AMC A1K in the assignment actions for deputy operations group commanders, squadron commanders, operations officers, and wing chiefs of safety.

Q-4. What personnel movements are prioritized?

25 percent of participants stated they did not have enough information to accurately answer the question. 25 percent of participants answer must fill assignments as advertised by AFPC. 50 percent of participants responded with the legacy flow of Air Force Assignment Priorities as their answer.

Q-5. What are your personnel placement priorities?

100 percent of the participants answered mission requirements first followed by member desires. A sub theme that was mentioned by 50 percent of the respondents mentioned that specific family considerations and officer development were additional parallel priorities to mission requirements.

Q-6. Is talent management and career timeline management factored into personnel movement during an aircraft divestment?

100 percent of the interviewees answered yes to the question. A sub theme that was illustrated by 38 percent of the participants concluded that with little to no information flow on the divestment timeline that talent management initiatives would be difficult to balance with mission requirements. Additionally, all participants concluded that individualized officer plans would be a necessary preparation to properly apply talent management initiatives for the KC-10 officer corps.

Q-7. What is the most important factor for personnel during an aircraft divestment?

This question drove a split due to the directive nature of the question. The researcher anticipated that the respondents could have answered with either response based on the prior question answers. 50 percent of the participants responded with maintaining mission readiness and capability. The other 50 percent of participants stated that a plan

for officers was the most critical factor for personnel. Most participants specified that both factors were significant.

Thematic Analysis Summary

The analysis was based on full participation in the study with all questions generating responses. The responses to all questions were considered and contributed to the qualitative study. The results were coded and input into themes to provide viewpoints and data from validated stakeholders involved with the KC-10 personnel movement process (Table 4).

Table 4. Consistent Interview Themes

1.)	Individualized Plans
2.)	Lack of communication and guidance
3.)	No Timeline
4.)	Talent Management
5.)	Mission Readiness
6.)	Officer Development
7.)	Risk of Force
8.)	Rumors

The analysis concluded that a risk to mission and personnel based on the lack of a divestment timeline and a personnel movement plan would be the largest impact to their organizations, a risk of force. The investigation further observed that a lack of communication and guidance in the personnel process before and during aircraft divestment would drive potential morale and officer retention issues. Other notable

observations from the analysis were the need for personnel movement guidance and the desire to create individual career plans for the KC-10 officer corps prior to aircraft divestment. Based on the collected interview data and themes from the analysis, a quote from one of the participants accurately summarizes the results of the analysis:

Requirements to deliver combat capability to the Combatant Commanders are driven by National Security and take precedence over most all other considerations. The second most important factor is predictability for planning. We need a concrete plan for aircraft divestment. When that happens, we can start to make individualized plans for every member affected. Taking away that uncertainty for people is one of the best things I think we can do to take care of them.

Validity and Reliability

Applying validity and reliability strategies to the data enables research to gain credibility. Following the multiple sets of analysis, the research was validated through two methods: triangulation and member checking.

Triangulation

Triangulation is a common validity and reliability strategy in qualitative research. The method collects multiple forms of data related to the same research question, with the goal of finding consistencies or inconsistencies among the data and the hope that they will all converge to support a particular hypothesis or theory. Triangulation is also a common method applied in mixed-method designs (Leedy & Ormrod, 2016). Triangulation was an effective validity measurement that was applied to the mixed method case study and one the provided a continual validation flow as part of the iterative process to form hypotheses.

Member Checking

Member checking is a technique that consists of continually testing with informants the researcher's data, analytic categories, interpretations, and conclusions (Lincoln & Guba, 1985). “This strategy of revealing research materials to the informants ensures that the researcher has accurately translated the informants' viewpoints into data” (Krefting, 1991: 219). Member checking enables an assessment to see if the participants understand the data in order to decrease the chance of misrepresentation. Member checking was applied multiple times throughout the research. Following the interviews the researcher restated and summarized information provided to allow the participants an opportunity to affirm their positions. Following the study the researcher shared the themes and results with the participants to once again apply a member check on the validity of the findings. The validity measurement ensured a straightforward translation of the participants’ viewpoints into accurate data for the case study.

Summary

The case study design applied an iterative approach to the multiple analyses conducted during the research. It was noted that throughout the duration of the case study, new and continual observations were extrapolated from the data that were cross examined and utilized in all the different analyses. Each analysis was able to build, learn, and verify from the other. The spiral analysis provided a foundation while the PPlan analysis substantiated historical and present day data to verify what personnel guidance existed and what personnel guidance was required. The thematic analysis verified the need for education and guidance from the KC-10 personnel stakeholders.

Creswell's Spiral Analysis delivered an educational process flow based on the qualitative data that was collected and processed from KC-10 personnel stakeholders. The analysis was able to summarize the personnel movement process through the production an illustrative flow. The PPlan analysis provided a historical to present day perspective on the personnel annexes spanning 17 years. The analysis found that the most effective presentation for a personnel annex going forward should include a combination of legacy and present day practices. The thematic analysis provided validated themes and viewpoints from KC-10 personnel stakeholders that concluded that a risk to mission and personnel based on the lack of a divestment timeline and a personnel movement plan would be the largest impact to their organizations.

A consistent theme that resounded throughout the case study was a lack of knowledge and guidance on how the actual flow for personnel would track based on an aircraft divestment. Many of the involved parties would confuse manpower "spaces" with personnel "faces." Meaning, some stakeholders held incorrect perceptions on the authorized establishments for manpower and personnel roles and responsibilities. Another theme that the research discovered was a reliance on the actors in the flow to "tell" or communicate to the other actors their responsibilities. Furthermore, the role that each actor held in the process was not necessarily known by all entities. Other notable observations from the analysis were the need for personnel movement guidance and the desire to create individual career plans for the KC-10 officer corps prior to aircraft divestment.

The applications of triangulation and member checking helped to provide an education of the roles and responsibilities of each actor with the other stakeholders in addition to provided verification and reliability of the data. As result, a communication and process education bridge was developed for the involved stakeholders. The utilization of Creswell's Spiral Data Analysis with the involved actors in the process created a universal understanding of the personnel execution flow.

IV. Discussion and Recommendations

Discussion

Due to the confusion and lack of personnel guidance for the KC-10 divestment, which was verified by the thematic analysis findings an iterative approach was applied to the case study in order to validate and re-validate the roles, responsibilities, and actions of the stakeholders involved to ensure personnel stakeholder comprehension. The investigator found that utilizing a hybrid process of qualitative research methods through an iterative approach presented the most effective design to conduct the case study. The first phase of the case study built an educational foundation that created an understanding of the personnel movement process and the involved actors. Furthermore, the interviews and direct observations allowed the researcher to link not only the flow, but the different stakeholders' responsibilities and knowledge to build a communication bridge amongst the stakeholders.

After validating the personnel execution flow and the stakeholder responsibilities for the KC-10 divestment the researcher elected to re-interview stakeholders to gain a further knowledge of their roles and ascertain any additional information that could be applied to the personnel process. Three important pieces of information were gained from the interviews: the AFPC time on station policy for officers involved with an aircraft divestment, the AMC/A1M UMD change guidance, and AMC/A1K Mentoring Tool. All three elements were key discoveries that directly correlated to the principle research question to provide guidance of the personnel movement plan. Each policy element and talent management technique provide a foundation of personnel guidance paired with the personnel execution flow for the KC-10 divestment personnel

stakeholders. The information enables AFPC and squadron commanders the latitude to move people when it is best for the mission and officer development. The assignment policy information based on the assignment priority flow in conjunction with the UMD timeline knowledge provided by AMC/A1M and the force development opportunities provided by AMC/A1K will help enable squadron commanders and their officers to formulate individual officer plans with AFPC.

Following these findings the researcher conducted an analysis of a 17 year range of AMC PPlans to discover any additional information that could be used for guidance from both past and present plans. The analysis provided verification that the PPlan provided adequate information to the personnel stakeholders from the MAJCOM based on the releasable information at the time of publishing. However, the analysis also presented that a more effective PPlan could establish a personnel annex that included additional verbiage for AFPC and squadron commanders to work individualized plans for their officers based on mission requirements and talent management guidance provided by AMC/A1K, as well as include verbiage for wings to develop a deliberate implementation plan for their specific actions. Additionally, the personnel execution flow that was discovered by this research could be implemented into the personnel annex as a recommendation for future PPlan guidance.

Finally, the study determined that published direction of the research findings was necessary for the stakeholders involved in the divestment process. The published direction would need to involve the elements of the research: education, guidance, and implementation. As a result, the published direction would be able to provide information pertaining to the questions of this research and the subjects of the thematic analysis.

Recommendations

The research recommends to implement published direction that provides personnel movement guidance for the KC-10 officer force. The direction should be implemented through the results of the case study by applying the foundational elements of the personnel execution flow, a guidance document that outlines the roles, authorities, and direction for each stakeholder based upon the Air Force Officer Assignment Priorities and talent management methods, a wing specific IPlan based on a released KC-10 divestment timeline that would enable a more deliberate approach for wing specific actions, and the application of these recommendations into future AMC PPlans. Additionally, the research recommends that the KC-10 community communicates with the KC-135 stakeholders at McConnell AFB to apply lessons learned from their current KC-135 to KC-46 conversion measures.

Recommendations for Action

The research recommends that four directional components based on education, guidance and application be implemented to current and future divestment proceedings. First, to implement the educational personnel execution flow diagram into future AMC Programming Plans and into the future suggested KC-10 specific IPlans. Second, implement a guidance Memorandum For Record (MFR) for KC-10 officers based on the research question of this study. The suggested MFR (Appendix C.) is currently in the staffing process. The third recommendation is for the 305 AMW and 60 AMW to create IPlans once a divestment timeline is published for their specific actions. The fourth recommendation is for future AMC PPlan personnel annexes to provide additional information that includes the personnel execution flow, emphasis of personnel stakeholders to encourage the application of IOPs using the MAF Mentoring Tool, and inclusion of the AFPC TOS and A1M UMD policies for reference.

Additionally, the research recommends that the findings of this study and the concerns elevated by the thematic analysis be included into future KC-10 MAF Councils for discussion and consideration. By introducing the results of this study to the KC-10 MAF Council, the concerns and recommendations can be nominated for future attention by higher MAF authorities to table for action.

Recommendations for Future Research

This research focused on providing education on an aircraft divestment, personnel execution flow process, and applying personnel guidance for a way-ahead for the near and distant future. Further research should focus on an analysis to provide an illustrative representation or “heat map” of assignment desires and preferred opportunities based on officer inputs. This data will enable assignment authorities a proactive approach to better match officers to assignments that fulfill individual desires and development.

Additionally, future research should focus on creating an officer assignment “placemat” that can be applied by commanders to categorize officers based on their Knowledge, Skills, and Abilities (KSA) and remaining service commitment. The placemat would serve as a foundational tool that would intend to spark individualized conversation and illustrate to the officer future opportunities based on their KSAs and timing.

V. Conclusions

The case study research was designed to determine the personnel movement guidance for the KC-10 officer force during aircraft divestment, and resolve how that guidance could be implemented to optimize a balance of Air Force requirements, officer development, and retention. The research applied various methods of qualitative analysis through an iterative approach to discover an educational foundation on the following: the aircraft divestment process in regards to personnel, KC-10 personnel stakeholders, manpower and personnel policy, and talent management practices.

The research determined through the thematic analysis that personnel guidance was a necessity for the KC-10 officer corps and that a risk of force due to a lack of guidance would affect mission readiness and personnel planning. The case study also confirmed the roles of each stakeholder involved with the personnel execution process during an aircraft divestment through interviews and observations. The manpower and personnel review discovered valuable policy insights to provide further guidance for the results of the study including the circular flow of personnel placement priorities. The PPlan research supplied a historical and current perspective on AMC aircraft divestment plans that provided information that could be applied to future personnel proceedings for aircraft divestment plans. Furthermore, the study highlighted talent management practices and applications that could be employed by commanders and their officers to provide plans that ensure mission readiness and career development.

The case study concluded that three components should be established that could apply direction for the KC-10 officer force during aircraft divestment: the AMC PPlan KC-10 Divestment, Personnel Execution Flow, a personnel movement guidance MFR for the KC-10 officer force, and the application of a wing specific implementation plan for when the divestment timeline is published. Additionally, the research concluded that future AMC PPlan personnel annexes could implement the personnel execution flow, talent management practices, and the inclusion of manpower and personnel policies for additional force guidance.

Finally, the research concluded that if a KC-10 divestment timeline is not supplied or if it continues to shift, KC-10 officer development and assignments should not be placed on hold, but rather be placed at the discretion of the assignment stakeholders to ensure mission requirements and officer development.

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Appendix A. KC-10 Officer Guidance MFR



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE PERSONNEL CENTER
JOINT BASE SAN ANTONIO-RANDOLPH TEXAS

20 May 2019

MEMORANDUM FOR KC-10 Officers

FROM: AFPC/DP2ORM

SUBJECT: KC-10 Divestment, Officer Assignment Guidance

1. The purpose of this memorandum is to provide guidance to the stakeholders involved with the movement of KC-10 Officers based on future aircraft divestment. This memorandum outlines the roles and authority of each stakeholder based upon the Air Force Officer Assignment Priorities.
2. The KC-10 aircraft divestment timeline has not yet been solidified. As a result, the KC-10 pilot force is experiencing uncertainty in regards to future developmental opportunities and assignments. It is imperative that the balance of operational mission requirements and the development of the KC-10 Officer sustain during the divestment period.
3. An Individual Officer Plan (IOP) made by each officer and their commander in conjunction with KC-10 AFPC Assignment Officer and AMC/A1K inputs will be necessary to place the right officer in the right place. The IOP will be based on key skills and attributes of the officer, their future career desires, development, personal situation, assignment opportunities, and the KC-10 operational mission. Furthermore, Air Force and AMC developmental opportunities will be available and highlighted to those eligible officers by the assignment stakeholders for their IOP.
4. KC-10 Officer assignments are shaped by the Air Force Officer Assignment Priorities: Needs of the Air Force, Officer Professional Development, Functional Manning, and Member Desires. These priorities are not in particular order, but flow in a circular motion as they pertain differently to each individual situation. **The stakeholders will, to the maximum extent possible, avoid an involuntary assignment to a particular weapons system, institutional requirement, or location, rather each officer's situation will be considered to find the best fit for the officer, KC-10 community and Air Force.**
5. The stakeholders involved with the KC-10 divestment officer movement are as follows: the KC-10 Officer, KC-10 Commanders, AMC/A1K, and the AFPC KC-10 Assignment Officer.
 - a. **KC-10 Officers.** The role of the KC-10 Officer is to work with their commander to provide inputs to form different options for their IOP.
 - b. **KC-10 Commanders.** Commanders will work with the officer, AFPC, and AMC/A1K to find the best assignment fit based on the IOP while fulfilling both operational and institutional requirements.

c. **AMC/A1K.** The AMC/A1K team will work with fellow stakeholders to provide guidance on officer development, education, and special program eligibility for the KC-10 Officer.

d. **KC-10 Assignment Officer.** The AFPC KC-10 Assignment Officer is the KC-10 assignment authority as outlined by AFI 36-2110. The KC-10 Assignment Officer will work with the KC-10 Officer, KC-10 Commanders and AMC/A1K to place the KC-10 officer on an assignment based on the four Air Force Officer Assignment Priorities and IOP.



Chief, Mobility Air Forces Assignments



Chief, AFPC Rated Assignments Division



Chief, AMC Force Development



Commander, 2d Air Refueling Squadron



Commander, 6th Air Refueling Squadron

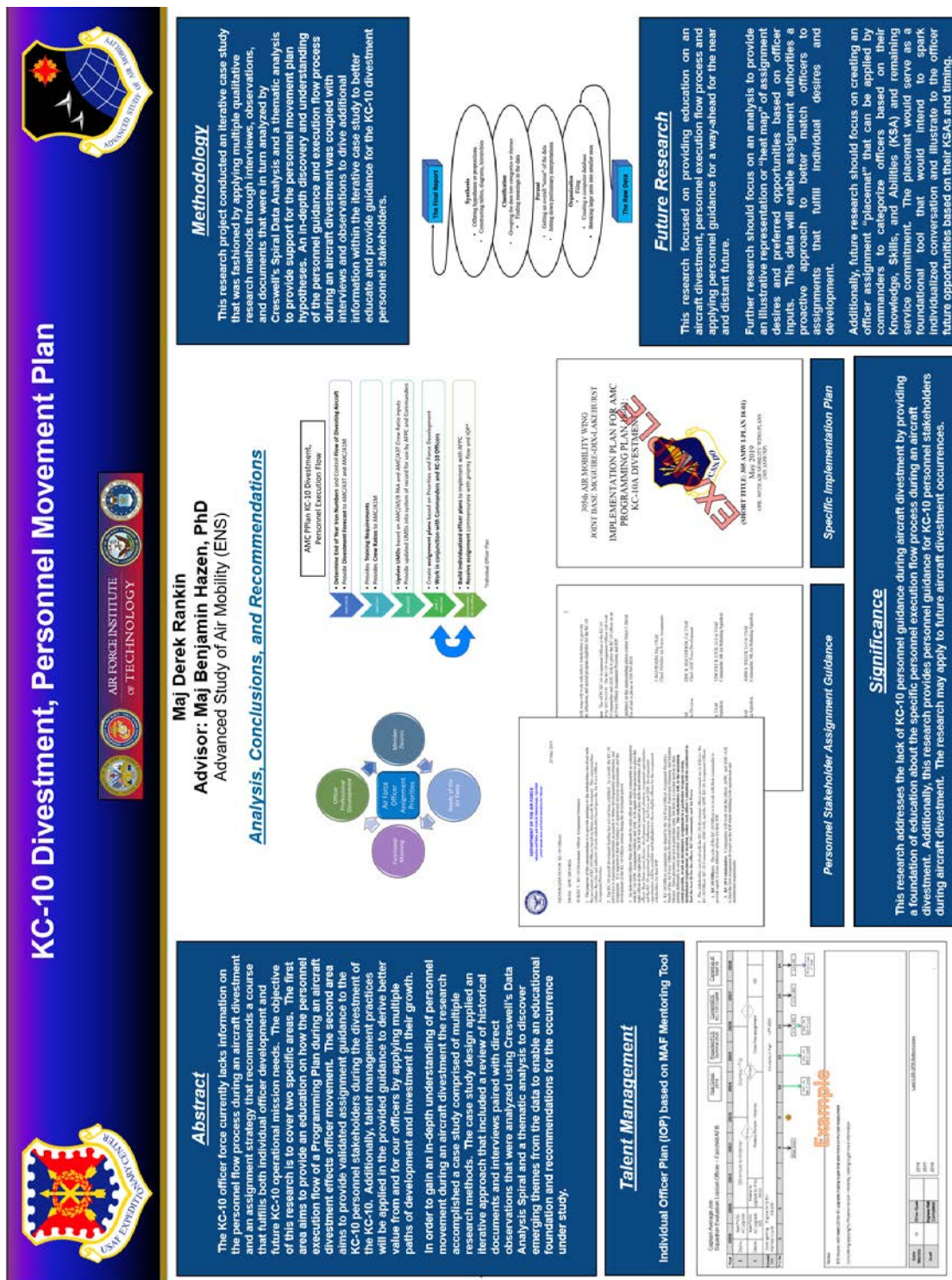


Commander, 32d Air Refueling Squadron



Commander, 9th Air Refueling Squadron

Appendix B. Quad Chart



REPORT DOCUMENTATION PAGE			Form Approved OMB No. 0704-0188	
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14. ABSTRACT The KC-10 officer force currently lacks information on the personnel flow process during an aircraft divestment and an assignment strategy that recommends a course that fulfills both individual officer development and future KC-10 operational mission needs. The objective of this research is to cover two specific areas. The first area aims to provide an education on how the personnel execution flow of a Programming Plan during an aircraft divestment effects officer movement. The second area aims to provide validated assignment guidance to the KC-10 personnel stakeholders during the divestment of the KC-10. Additionally, talent management practices will be applied in the provided guidance to derive better value from and for our officers by applying multiple paths of development and investment in their growth. In order to gain an in-depth understanding of personnel movement during an aircraft divestment the research accomplished a case study comprised of multiple research methods. The case study design applied an iterative approach that included a review of historical documents and interviews paired with direct observations that were analyzed using Creswell's Data Analysis Spiral and a thematic analysis to discover emerging themes from the data to enable an educational foundation and recommendations for the occurrence under study.				
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