



SECRETARY OF THE AIR FORCE  
WASHINGTON

September 15, 2015

MEMORANDUM FOR [REDACTED]

SUBJECT: 2015 Senior Executive Service (SES) Talent Management Board Results

The Department of Defense uses a systematic, competency-based process to manage and implement the talent management and succession planning elements of the career Senior Executive Service lifecycle. Through careful and deliberate planning, the Department is able to ensure the continuity of key leadership by focusing on current and future gaps. Through an annual assessment, DoD ensures the continuous building and cultivating of a talented, agile, and responsive senior leader workforce ready to meet the mission of the Department.

The annual Air Force SES Talent Management Board (TMB) was held on 20-23 July 2015. The TMB conducted an extensive evaluation of the range and depth of executive talent within the Air Force on both an individual and corporate level, supporting the overall DoD talent management philosophy. All career Tier 1 and Tier 2 SES members who were on the Air Force rolls as of 31 March 2015 were evaluated. The TMB balanced needs of the Air Force and the executive with the need for continuity in Air Force executive positions. After a careful review and discussion of the information provided, the Board assigned you the following individual readiness assessment:

#### ANNUAL VECTOR

Congratulations! Your 2015 Readiness Rating is "Ready for Increased Challenge." You are ready now to move into a position of equivalent or greater scope, impact, complexity, responsibility or institutional importance. You consistently demonstrate the potential to take on more advanced opportunities. As such, you may be referred for reassignment or promotion opportunities within the Air Force during the next 12-18 months.

#### POSITION SLATES

All SES members will be able to view any position(s) for which they have been slated "Ready Now." This is the primary mechanism the AF utilizes to place eligible executives into positions during the next 12-18 months. If a position for which you are slated becomes available, you and your MAJCOM/COCOM/CC or HAF 2-Ltr (as appropriate) will be notified. By definition, only members with an "Increased Challenge" or "Career Broaden" Readiness Rating are slated "Ready Now." Position slates are available for viewing via the Defense Talent Management System (DTMS). While reviewing this list, please keep in mind that readiness rating, tenure in current position, and ability to fill a position within the next 12-18 months were key factors in slating executives "Ready Now."

#### EXECUTIVE DEVELOPMENT

Based on a thorough review of your career and training history and your Readiness Rating, you may be targeted for specific leadership development opportunities. If you are identified as a candidate for an executive course, it is my expectation that you will attend.

I encourage you to discuss any future plans with your supervisor. If you need further clarification, please feel free to contact [REDACTED] or [REDACTED], AF/DPS, at [REDACTED]. Thank you for your continuing contributions to our Air Force.

A handwritten signature in black ink that reads "Deborah Lee James". The signature is written in a cursive style with a large, prominent "D" and "J".

Deborah Lee James  
Secretary of the Air Force