

James "Monty" Montgomery

Transformational Leader and Executive Program Strategist

"My resume will reveal that I am the BEST qualified and more importantly, the "PERFECT FIT" for any federal agency looking for a true solutions generator, change agent, and professional leader to take a thriving team to new levels of excellence."

CAREER PROFILE:

Charismatic Senior Leader and Program Advisor, Powerful Management Acumen, Team Player with Strong Interpersonal Relationship Skills, Polished Communicator, and Dream Releaser. 38+ combined years as a Department of Defense employee (Active Duty Air Force, and Civil Service) and experience in an ever-evolving Business/Customer Community. As a senior level manager supporting the United States Department of the Navy, Air Force, and various Non-Profit Organizations, I have extensive experience in leading, managing, inspiring, and shaping a high performing organization with an unrelenting passion for planning, directing, and coordinating all supporting plans, programs, and policies. I am a recognized expert in solving complex dilemmas with proactive and innovative approaches. I am an engaged, dynamic leader proven to grow and sustain an organization of critical problem solvers.

Simply put, "I'm NAVSUP trained...this is my niche, and what I'm called to do!"

SENIOR LEADERSHIP AND PROFESSIONAL HIGHLIGHTS:

Director, Business Department

12/2023 - Present

40 hours per week

Naval Supply Systems Command

Fleet Logistics Center Pearl Harbor

Joint Base Pearl Harbor Hickam, Hawaii 96860

CONSIDERED THE "UNOFFICIAL" EXECUTIVE DIRECTOR (ED), championing critical programs and strategies across department-lines with unparalleled success. I was often called upon to support critical programs and causes in his absence. I'm sought out for a myriad of NAVSUP-level programs/actions/initiatives and is a known commodity with this Command! I'm this command's Senior authoritative source for all manpower activities including hiring process, RPA submissions, change actions, org charts, MD-715, awards, among dozens of other key command programs that keep NAVSUP FLC Pearl Harbor manned and operating at optimal levels. I addressed/eliminated known gaps and stood-in for the ED in his absence tackling key meetings, events, and or unique situations as they arise. On his behalf "hand-picked" to lead efforts and studies where I presented findings and recommendations to NAVSUP Headquarters which changed the trajectory of pre-determined courses of action to include financial resourcing and pending program implementation strategies. I am the Department Heads and Deputies "go to" when the ED is off-island or out of office. I was "By-Name" requested (Officially Detailed) to be the "Acting" ED during his most recent absence and subsequent reassignment. I am currently leading a multi-talented team of senior professionals (Department Heads, Deputies, and Senior Civilians) through the initial stages of DFSP IOC, and in key discussions to prepare the command/JB7 for FOC. Currently leading the efforts for the NAVSUP Command IG 2025!

CO's SENIOR ADVISOR AND COMMAND LIAISON WITH SERVICING HRO/OCHR and Department Heads/Deputies on major staffing and classification matters, position management, reductions-in-force (RIF), and implementation of projects/programs concerning automation of civilian personnel records, financial execution, and overall resources management. Coordinates flow of information between HRO/OCHR and FLC Pearl personnel. I assist managers in identifying financial, personnel, and program needs while working with NAVSUP Enterprise Program Managers to provide viable options/solutions. As Business Office Director and a Senior Advisor to the CO and ED, I set the overall vision, direction, and guidance for the administration of the command Leave Administration, Awards, Performance Management, Telework, and other operational, financial resourcing and command climate issues. I provide direction in maintaining organizational and personnel data for the command to facilitate reporting and analyses of trends and demographics in the workplace. I receive, review, interpret, and communicate new local personnel regulations and related HRO issuances which MAY impact our command team members. Worked in tandem with the Executive Officer (XO) in analyzing the recent DEOC Survey which highlighted key protected factors, provided expert guidance which empowered the Command Resilience Team (CRT) to unearth/validate potential concerns. Assisted in drafting the Executive Summary which detailed our future courses of action, and the outlined the CO's Town Hall talking points.

PLANS, MANAGES, AND DIRECTS DIVERSE TEAMS/FUNCTIONS – I have extensive experience (>30 years) in leading, managing, and supporting command-level programs and diverse functional areas while assisting the Senior Leaders in translating Higher Headquarters (currently NAVSUP-Enterprise) and Command Strategic Goals and Objectives to team members. I assist the ED in the development of command-level plans, goals, and objectives that are in alignment with NAVSUP strategies/priorities while complimenting the current CO's guiding principles of People, Professionalism, and Pride. I analyze and assign work requirements, sets deadlines, reviews quality of work, make recommendations to team to gain efficiencies, monitors staffing goals and associated trends, ensures regulatory compliance standards are met or exceeded, and monitors budgetary targets along with contractual obligations to ensure my AOR remains within funding limits. As the Commanding Officer's (CO) Senior Advisor, (on his behalf) I provide guidance, clarification, and training on complex logistics matters within the NAVSUP Enterprise, FLCPH, our Command Partners, and the Joint Base community. Recommendations and Guidance provided enables our Command to provide unparalleled logistics support to "Sister Services", the DoD, and the INDO-PACOM Region.

CHAMPIONS, DIRECTS, AND PROMOTES Enterprise, Command, department, and division goals, policies, and priorities. In my delegated position, I promote the development and maintenance of technical competence among team members, encourage the growth and acceptance of new ideas and suggestions for improvements (CPI Events and LEAN principles), and foster an environment which provides for employee trust, participation, feedback, and achievement. Lead, recommend, or direct participation in studies to determine most efficient organization for commercial activities performed by government personnel. As a Senior Advisor, I personally assist and/or provide guidance to Senior Managers in the development of the most efficient organization and staffing structure to support functions under our commands key functional areas to include: C450/647th LRS, Air Force Logistics Services; C440/ Installation Support Services, Household Goods, Postal, and MHE Maintenance; C430/ Operations, Navy Food Management Team, Fleet Assist Team, Ocean Terminals; C200/Regional Contracting Department, and C700/JB7 Regional Fuel Department, Bulk and Airfield Fuel support. I provide recommendations to the CO/Senior Leaders to ensure a balanced workforce that meet mission surge requirements.

ANALYZES BUSINESS OR OPERATING PROCEDURES to devise most efficient methods of accomplishing work. As a seasoned Leader, Manager, and Senior Civilian, (with well over 30 years of experience) I am responsible for addressing and investigating work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis. I rally my team in gathering/organizing information on problem or procedures including the present processes. I analyze data gathered, categorize information, and recommend viable solutions or alternate methods of proceeding. I provide guidance on how best to document findings of studies and prepare Talking Papers and brief our CO and

Senior Leaders on implementation of new systems, procedures or organizational changes. Through collaborate efforts, I confer with key NAVSUP HQ state holders and “trusted agents” to assure smooth functioning of newly implemented systems or procedure. I lead my team/departments through operational effectiveness reviews and audits to ensure functional or project systems are applied and functioning as designed. Finally, I guide/assist the entire team in developing or updating functional or operational manuals outlining established methods of performing work in accordance with (IAW) organizational policy or published guidance.

PROVIDES PROGRAM ASSESSMENTS, RECOMMENDATIONS, AND GUIDANCE TO the CO/ED/XO/ COMMAND SENIOR LEADERS/MANAGERS concerning a variety of command programs and operations to include: – Command Inspector General, Small Business operations, Regional Hazardous Material Management, Physical Security Measure, Corporate Communication/Public Affairs strategic communication, Regional Inventory Accuracy functions, and Continuous Process Improvement (CPI) initiatives. Directs the performance of monthly audits and spot inspections, Requests for Personnel Actions (RPA) via DCPDS, arranges release/entry on duty dates, command (MIL/CIVPERS) in and out-processing requirements, Records and File maintenance, and Command Training Program. Monitors personnel practices employed throughout the Command to ensure consistency and compliance with existing policies, procedures, and regulations. Identifies trends and recommends changes in local practices based on knowledge of applicable regulations and impact on organization. Recommends changes in local programs, policies, and procedures as required. Develops, plans, and coordinates implementation of new or revised programs and policies with NAVSUP Enterprise, servicing HRO/OCHR, other servicing agents, and FLC Pearl Harbor-Hickam departments/functions.

MANAGEMENT INTERNAL CONTROLS (MIC) REPRESENTATIVE FOR BUSINESS DEPARTMENT. Performs various internal reviews throughout the year to ensure mission effectiveness and regulatory compliance. Provides written summary of findings and “get well” plans. Establishes internal policies, guidance, and training aids to foster change and standardization. Validates 47+IG inspectable processes and keeps the CO and ED apprised of changes and or opportunities for improvement.

OVERSEES THE COORDINATION of the Command's military personnel (MILPERS) and reserve programs which includes the Command PASS (Pay/Personnel Administrative Support Systems) Liaison function. (Spans 20+ years of experience) Provides interface with MILPERS on issues related to manpower, personnel actions, and pay and allowances. Ensures adequate reserve support is arranged to support major Fleet exercises and operations. Provides liaison support between MILPERS and PSD on pay, personnel support, and leave matters.

ENVISIONS, OVERSEES and DIRECTS TRAINING AND ADMINISTRATIVE support programs to the command to include: Command Directives, Forms, Reports, and Records management. Provides liaison oversight for the division principle administrative support for the Department Deputy Director and staff personnel.

MOTIVATES, ESTABLISHES PRIORITIES AND SETS GOALS; plans, organizes, assigns, coordinates and reviews work performed by subordinates, adjusting as necessary to compensate for periods of leave and vacancies; establishes work performance standards; trains and evaluates performance of subordinate employees; approves leave; identifies training needs; hears and resolves complaints and takes disciplinary action as required. Leverages the leadership method of empowerment and process ownership which motivates team members to give their “discretionary energies” – this is far beyond their position description and expected duty standards. (30+ years tied directly to developing, influencing, and mentoring young professionals)

PROMOTES THE EQUAL EMPLOYMENT AND OPPORTUNITY PROGRAM assuring equal treatment of team members in the workplace and personnel management to include selections, assignments, training, promotions, awards recognition, nominations to boards and committees, overtime, and advancement.

Division Director, Talent Management (GS-13)
Naval Supply Systems Command
Fleet Logistics Center Pearl Harbor
Joint Base Pearl Harbor Hickam, Hawaii 96860

10/2022 – 12/2023
40 hours per week

KEEN OVERSIGHT, GUIDANCE, AND DIRECTION - through the command-wide policies, programs and procedures in the areas of personnel management, organizational planning, reorganization, functional realignments, and intra-/inter-service partnerships. I established a monthly, quarterly, and annual “battle rhythm” for reviewing and validating all policies, guidance, and agreements which impact our customers/stakeholders and NAVSUP HQ. Co-partnered with the Business Director in developing new programs to enhance management's objectives; reviewing, evaluating, and providing formal feedback on facility proposals.

ENGAGED AND PROACTIVE COMMUNICATOR - I lead the team in the development of action plans and/or key steps for related short- and long-range goals. I establish local policies/program strategies and convey its intent to our CO/ED/XO and Senior Leaders to ensure compliance with higher headquarters guidance. I review/validate/approve policies relevance, effectiveness, recommend updates, and implement changes as required.

LIAISON TO NAVSUP's HUMAN RESOURCES OFFICE – I guide my team in providing administrative support to the employee Incentive Awards Program. I advise our Command Leaders on staffing initiatives which serve as the backdrop for the Command Staffing and Planning (Corporate Governance/Manpower) meetings. I am the Command's LEAD in supporting the NAVSUP Corporate Management Development Program. I am solely responsible for analyzing of all new programs which will potentially impact our civilian employees and/or overall command. I direct/lead the efforts of our team in being the Command's Central Repository for local and other administrative documents including instructions, directives, notices, Standard Operating Procedures (SOPs), etc.

OVERSEES DEPARTMENT'S MANAGEMENT INTERNAL CONTROL PROGRAM – I personally established binder templates, set the schedule for deliverable, provided guidance on preparation strategies, and offer training and support for FY23 Command IG. Team presented standardized products for IG Team's review: Served as quick validation of key functions and inspect-able areas.

KEY PURVEYOR OF INFORMATION/CORPORATE KNOWLEDGE – I represent the Command in meetings pertaining to joint basing and other realignment actions affecting the Command. I keep leadership abreast of current status and informed of anticipated problems. I review pending plans and provide a recommendation on the Command's BEST position with respect to functions and personnel to be transferred and levels of service. I either personally or co-lead negotiations and coordinates efforts on the command's behalf. Finally, I provide our Senior Leaders with detailed briefings on the proposed and/or agreed upon transfers and status of negotiations.

INSPIRATIONAL/TRANSFORMATIVE LEADER AND CHANGE AGENT, I manage program development, policy revisions, socialize division and departmental organizational changes. Additionally, I review strategic objectives and budget allocation impacting command's interest (Organizational structure challenges, Training, Employee, Recruitment, and Relocation Incentives). Establish and review the following program plans and “Dashboards” on a quarterly, semi-annual, and annual basis: staffing plan (End Strength), training plan, recognition awards program, budget execution (Labor) plan, Records and Publications, Intra-/Inter-service Agreements, MIPR Requests and Purchase Funds Execution rate, Command Instructions, and Performance/IDP

Management. Champions the NAVSUP priorities of Leadership Development, Excellence, and Audit Compliance.

COORDINATE, SUPPORT AND LEVERAGE COMMUNICATIONS and high-level discussions to solve complex issues with internal and external stakeholders to achieve successful collaborative outcomes. I attend all meetings and teleconferences and provide valued communication in the discussion of various issues, data calls, strategic initiatives, and situational awareness affecting the Workforce Management, Training, Records Management, MILPERS/CIVPERS, and Agreements communities across the Fleet Logistic Centers. This includes implementing of any planned directives and follow up discussions to actions identified for workforce shaping and/or organizational changes. I am an excellent communicator that effectively mitigates potential business issues (internally and externally) while leveraging collaboration strengths to address potential concerns/problems and act as necessary. I provide counsel and advice to our Senior Leaders, managers, supervisors and team members to enhance the team construct approach, grow our future leaders and effectively manage customers' expectations.

PLAN, DIRECT, AND MANAGE the business aspects of the division. This includes leading professionals and managing eight critical functional areas supporting the Command, Joint Base Pearl Harbor Hickam, Navy Region Hawaii, and INDO-PACOMs area of responsibility. Operationally, administratively and technically highly motivated team of professionals spanning eight functional areas: Command Training, Workforce Development, Records Management, Workforce Management, Performance Management, Military/Reserve Component Personnel Management, Command Administration, and Employee Incentives/Award Management.

MANAGER AND LEAD TRAINER - Co-develops and provide key management oversight of our command's fiscal year Staffing/Budgetary Plans (Human Capital) to ensure recruitment and retention of high performing professionals to meet the evolving demands and challenges presented across the logistics community. I develop and provide training aids such as Performance Improvement Plans, HRO Tracker RPA Templates, Command Awards Process, etc. to assist in the growth of the individual and the organization's effectiveness.

INITIATE, HOST, PREPARE AGENDAS FOR, AND DELIVER PRESENTATIONS - (More than 30 years of experience) I am the Department Director's "Pick" to represent our organization at various conferences and meetings attended by our senior leaders, joint stakeholders, and NAVSUP HQ which are designed to foster teamwork, drive efficiencies, reduce redundancies, and ensure alignment across the enterprise. I have been hand selected to represent our Command at various Enterprise meetings, conferences, CPI and training events.

WORKFORCE PLANNING, ANALYSIS, and ADVISORY – As the Sole Subject Matter Expert for Workforce Management, Human Resources, Records Management, Administration, Service Agreements, Command Training, and host of many other programs, I routinely brief and/or provide guidance to the CO and command team members, core logisticians, and senior level civilian/military leaders. I provide recommendations, progress, determinations, findings, techniques, policy/instruction rationale/justification, mission goals and objectives in providing problem solving manpower decisions for complex requirements and programs. I provide expert guidance, applicable rules and regulations, policy and training on a myriad programs.

PROFESSIONAL OVERVIEW:

Command Workforce Manager, DoD Civilian/GS-12
Naval Supply Systems Command
Fleet Logistics Center Pearl Harbor
Joint Base Pearl Harbor Hickam, Hawaii 96860

July 2017 - Oct 2022
40 hours per week

Primary command liaison with the servicing civilian Human Resource Office and serves as advisor to the Commanding Officer, Executive Officer, Executive Director, department heads/deputies.

WORKFORCE PLANNING, ANALYSIS, and ADVISORY - Assists departments in developing and maintaining strategic workforce staffing plans. Analyzes workforce demographics, attrition data, past recruitment efforts, budgetary and end-strength controls; and recommends strategies for recruitment and retention of personnel to meet current and projected mission requirements.

COMMUNITY OUTREACH - Establishes and maintains contact with external organizations to promote job opportunities within the command. Works with the State of Hawaii Division of Vocational Rehabilitation Services, Army's Warrior Transition Brigade at Schofield Barracks, and Warrior Care Program office to develop internships and job-training opportunities for individuals with disabilities. Participates in job/career fairs at local universities/colleges and other venues to attract potential job candidates to careers with NAVSUP.

BARRIER ANALYSIS: Compiles and analyzes data for submission of the annual Equal Employment Opportunity Management Directive 715. Identifies trends or potential problem areas impacting representation of minorities and individuals with targeted disabilities in the command's recruitment, promotion, or awards programs. As a member of the command's Barrier Analysis Team, responsible for developing and implementing plans to eliminate barriers to equal opportunity.

INITIATED, DEVELOPED, AND IMPLEMENTED personnel management procedures. Provided comprehensive guidance and informational materials to explain regulatory and policy changes. Developed systems, procedures, methods and effectively/efficiently implemented policies and directives. Also provided expert technical advice to Department Director, Deputy, and Division Directors. Worked closely with our Command Advisors to support workforce-shaping initiatives/challenges. I personally championed Higher Headquarter discussions on behalf of the Hiring Managers relating to personnel actions log-jams, onboarding issues, and lack of clear-cut guidance that required my experience in problem solving to resolve these often complex situations.

Supervisor Management Analyst, DoD Civilian/GS-11
Naval Supply Systems Command
Fleet Logistics Center Pearl Harbor
Joint Base Pearl Harbor Hickam, Hawaii 96860

2011 - 2017
40 hours per week

INSPIRATIONAL LEADERSHIP AND VISION - I directed and led a diverse team while providing operational oversight for various managerial and special programs/initiatives which includes oversight of the Command Training program, Departmental and staff support administrative functions, various civilian Human Resources (HR), military (MILPERS) and Navy reserve personnel programs and services including organization and

position management, incentive awards, performance appraisal review, telework, and the Drug-Free workplace programs.

PROVIDED SOLUTIONS - Provides expert guidance on a broad range of civilian personnel management programs to include position management, classification, strategic workforce planning, performance management, incentive awards, telework, training, reassessments, special leave considerations, overtime, recruitment incentives, and time and attendance entries.

ENGAGED AND PROACTIVE COMMUNICATOR/PLANNER - I was solely responsible for management/support for special projects including Executive Planning Sessions (EPS), command-level Town Halls, Higher Headquarters support updates, Inspector General (IG) audits and (IG) support.

INITIATED, DEVELOPED, AND IMPLEMENTED - I personally scripted/delivered Supervisors "Soft Skills and Systems Access training." I was appointed the Division Green Belt Trainee where I utilized Lean Six Sigma tools and techniques to provide statistical and process analysis to assist the command in finding efficiencies and to reduce waste. I also co-partnered with Command CPI Black Belt on three (2) Value Stream Mapping Events, (1) Project 5S events, and a host of JDIs.

Installation Deployment Officer, DoD Civilian/YC-2

647th Readiness Squadron
15 A Street, Hickam AFB HI 96853

2008 - 2011

40 hours per week

PROVIDED DIRECTION AND GUIDANCE – I was responsible for the central command and control, planning, and execution of all Joint Base (Air Force) Deployment/Reception operations. I was solely responsible for the development and maintenance of the Installation Deployment Plan (IDP) which defines the process and procedures to safely and effectively deploy personnel and equipment. Responsible for leading the Deployment Process Working Group (DPWG), facilitating the In-Garrison Expeditionary Site Plan (IGESP) re-write or guidance update IAW AFI 10-404, which directly supports incoming and transiting units with information about capabilities of an installation, and the installation's capabilities as related to OPLANS.

PROVIDED EXPERTISE, GUIDANCE, AND ADVICE – I scripted and provided critical briefings to the Wing Senior Leaders on status war and execution pre-planning. I was responsible for the execution of Air & Space Expeditionary Forces (AEF) Management, Unit Type Code (UTC) Management, In-Garrison Expeditionary Site Planning, and Installation Deployment Planning. Operates a Deployment Control Center (DCC), Reception Control Center (RCC), and Installation Deployment Readiness Cell (IDRC). Responsible for the management of the Installation's War Reserve Material (WRM), and executing the movement of personnel and cargo during contingency operations.

PLANNED, COORDINATED, AND DIRECTED - Installation's point for Pacific Command's Air Expeditionary Force (AEF) Management. Championed Joint Base Pearl Harbor Hickam deployment process and four wing-level support programs. Lead 119 wing augmentees. I directed the execution of 5.5K+ warfighters and more than 500 tons of cargo supporting PACAF-directed contingencies and local exercises.

DIRECTLY MANAGED AND EXECUTED the \$12.3M War Reserve Material (WRM) Budget and distribution of 179-critical supply line items. Monitored input, throughput, and final destination of parts/equipment to end-user – using In-transit Visibility and Supply Tracking Systems. Analysis of current OPLANS, CONPLANS, FUNCPLANS, Time-Phase Force and Deployment Data (TPFDDs), receipt/acting on deployment taskings,

identification of Unit Line Number (ULN) errors, identification of ULN movement details, shortfall procedures, and management/scheduling of deployment training. Proper management of AEF data/activities directly contributes to successful execution of installation-level deployments.

STRATEGIZED, MONITORED, AND ANALYZED – I interpreted OPLAN execution requirements, bed-down/sustainment options. I provided overall management of UTC data, reviews Mission Capabilities Statements (MISCAPs), Manpower Detail, and Logistics Detail (LOGDET), to ensure accurate capture of UTC composition data. Directs and manages War Reserve Materiel (WRM) program and serves as the installation focal point for all WRM matters to include (a) regulatory compliance, (b) audits and inspections, and (c) unit Staff Assistance Visits. Briefs PACAF Commander an annual briefing on the overall program health. Ensure WRM requirements are budgeted and fully addressed in War Plans. Established/delivered WRM training program for more than 5300 military and civilian team members.

Air Terminal Operations Manager, DoD Civilian/YC-2

15 Wing, Hickam Air force Base
15 Logistics Readiness Squadron
15 A Street, Hickam AFB Hi 96853

2006 - 2008

40 hours per week

PLANNED, MANAGED, AND DIRECTED the Air Terminal and Deployment operations for the United States Air Force's Pacific Region, 15th Air Wing. Leads a 221-member team comprised of a myriad of logistic operation's experts, spanning nine key result areas: Cargo Deployment Function, Aircraft Manifesting, Cargo In-check, Air Passenger Terminal, AF Personnel Property/Household Goods, Ground Support Services, aircraft loading, customer service, Hazardous Material Certification, and Air Clearance Authority activities. Guided this team through successful Deployment Exercises, Real-World Deployment Operations, and Humanitarian Relief Missions. Oversaw/evaluated various training iterations for 7,700 active-duty military air force, civilian, and guard personnel annually. Directs all originating/transiting airlift missions supporting crisis response throughout the Pacific Region and Operation ENDURING FREEDOM locale.

STRATEGIZED, MONITORED, AND ANALYZED RESOURCES - Controls Deployment Processing Campus (Passenger and Cargo Processing, Deployment Control Center, Manifesting and Documentation, and Pre-Inspections and Cargo Staging/Passenger Holding Areas) valued at \$17 million. Directs Pacific Air Forces Command's and Pacific theater supply for war reserve material assets and tie-down equipment valued at \$3.4 million. Directs 15 WG, and Tenant Unit Hazardous Cargo compliance inspections and asset audits. Briefs Senior Leaders on overall compliance and operational effectiveness. Provides recommendations, and status updates upon request.

ENGAGED AND PROACTIVE COMMUNICATOR - Partners with and supports the Air Force Audit agency on Assets Management, and Transportation Accounting Codes (TAC) billing processes. Coordinates the scheduling, and access to controlled areas/reports. Provides feedback to Squadron Command, and provides the formal response for the command's submission.

Air Freight Superintendent, SMSgt/E-8,
Air Mobility Command
60th Aerial Port Squadron
90 Ragsdale Street, Travis AFB Ca 94535

2003 - 2005
60 hours per week

Duties and Related Skills

SENIOR AIR FORCE LOGISTICS MANAGER / SUBJECT MATTER EXPERT – I managed/directed air freight operations for the Air Forces largest CONUS aerial port facility. I led 182 military and civilian personnel comprised of air transportation and traffic management specialties in performing seven major cargo functions: cargo processing, special handling, west coast explosive gateway, aircraft loading, customer service, mechanized materials handling system, and sub-motor pool activities.

OPERATED, MONITORED, AND CONTROLLED RESOURCES – Operated and managed (14) Air Freight facilities valued at \$30 million. I managed oversight and facilitated Cost Center Management for \$18.2 million Transportation Working Capital Fund Budget – Solely responsible for budget monitoring, execution/re-allocation and projecting next fiscal year targets to Base-level Senior Leaders, Headquarters Air Force, and USTRANSCOM. Responsible for movement of trans-ship pallets and accountability process to include Bulk Shipments and Air Force and Joint Personnel Property/Household Goods. Directs the update of DODAACs and RIC code accomplished. Directed Air Mobility Commands western CONUS base and Pacific theater supply depot for war reserve materials, mission critical supplies/parts, and tie-down equipment valued at \$8 billion. Managed/evaluated training for 1,000 reserve personnel annually.

Readiness and Resources Superintendent, MSgt/E-7,
Air Mobility Command
733 Air Mobility Squadron
Unit 5145 APO AP 96367-5000

2001 - 2003
60 hours per week

Duties and Related Skills

SENIOR AIR FORCE LOGISTICS MANAGER / SUBJECT MATTER EXPERT - Managed/directed all combat readiness programs for a 367 personnel en-route mobility operation. Provided oversight of unit mobility assets, infrastructure, and an operating budget in excess of \$42.5 million. Provided

ESTABLISH STRATEGIC PARTNERSHIPS - Developed support agreements, operational plans, support agreements, contractual work statements, and executed higher headquarters taskings supporting worldwide mobility deployments. Provided oversight of the Commander's Hotline. Planned, coordinated, and performed [complaint / violation] investigations.

PROVIDED EXPERTISE, GUIDANCE, AND DIRECTION - Directed the command inspection and compliance program. Liaison between command and Higher Headers for IG and external audits. Performed follow-up actions to include: (a) command correspondence, (b) tracking of IG recommendations and findings, and (c) forwarded

status updates upon request. Guided the command through audits, and no-notice inspections to ensure compliance, and a trained and ready force by. Established standard templates and processes. Established unit-level smart-books [Desk Guides] to eliminate confusion across departments/sections.

OPERATED, MONITORED, AND CONTROLLED RESOURCES - Directed Unit Deployment Control Center and \$11.7 million in equipment providing in-transit visibility on aircraft transiting Kadena AB. Acted as sole liaison link to 18th Wing Senior Leaders providing expert advice to resolve AMC/PACAF readiness issues. Managed the AMC Small Terminal Assistance Program for Bangkok, Thailand and oversaw manning, contract personnel and equipment supporting missing in action repatriation efforts of Joint Task Force FULL ACCOUNTING.

GOVERNMENT TRAVEL CARD PROGRAM MANAGEMENT – Provided “hands on” guidance and program management. I was solely to train, equipped, and tender Team Member Travel Cards for 287 military and civilian team members. I established a rhythm for monitoring spending and payments after travel. I scripted and recommended policies with little or where no guidance existed. I established an electronic filing system to track and maintain records for auditing purposes. I personally built curriculum and provided “on the spot” or remedial training upon request.

Chief, Passenger Operation, MSgt/E-7
Air Mobility Command
733 Air Mobility Squadron
Unit 5145 APO AP 96367-5000



1999 - 2001
60 hours per week

Duties and Related Skills

SENIOR AIR FORCE LOGISTICS MANAGER / SUBJECT MATTER EXPERT - Championed AMCs cause directing the Pacific theaters #1 Passenger Terminal (Hailed as AMC Terminal of the Year and National Defense Transportation Association Small Terminal of the Year) moving approximately 136K passengers, and 180 tons of baggage and personal property safely and on-time annually. Managed vehicle fleet consisting of 35 general and special purpose vehicles valued at \$1.4 million. Maintained an average Vehicle In-commission Rate of 92%.

STRATEGIZED, MONITORED, AND ANALYZED RESOURCES - Provided operational oversight of the aircraft servicing section and Quality Assurance Evaluator division for a \$4.1 million Passenger Terminal facility and \$9.3 million SEINON Monitoring Services contract. Solely performed independent contract audits and inspections to assess contractual compliance and safety of flight operations. Provided written assessment of the audits containing findings and or recommendations.

ESTABLISH STRATEGIC PARTNERSHIPS - Briefed contracting officials and Senior Command leaders on outcome and way-ahead. Interpreted air travel instructions/ guidance and enforced DoD passenger travel requirements. Penned contract support work statement IAW USTRANSCOM guidance. Provided operational training for HQ Senior Advisors, GOJ contractors while ensuring compliance. Validated contractual services, provided performed monthly/quarterly audits, provided out briefs to the 22nd Air Force Commander and Senior Leaders.

PROVIDED DIRECTION AND GUIDANCE - Led diverse workforce consisting of 68 military, local national, US civilian and contractor personnel. Scrutinized manpower requirements, assessed mission flow changes, and adjusted resources to meet mission requirements.

Superintendent, Network Control Center, MSgt/E-7
Air Mobility Command
733 Air Mobility Squadron
Unit 5145 APO AP 96367-5000

1995 - 1999
60 hours per week

Duties and Related Skills

COMPUTER SYSTEMS, NETWORK OPERATIONS, AND ASSET LIFE CYCLE SUPPORT – Directed, managed, and implemented squadron's \$6.5 million computer systems effecting 407 members. Sole advisor to the commander on implementing contingency procedures for mission critical systems – built in system redundancies to ensure no loss of service nor critical mission information. Scrutinized/validated central purchases for the units Organization Information System and Local Area Network platforms. Developed, updated, and implemented the unit's 5-year small computer implementation plan. Senior AMC liaison to 18th Wing (PACAF) host base Network Control Center. Teamed with 22nd AF and AMC to develop a contingency network plan prior to the wake of Y2K. "Hand-picked" to co-brief Wing AF Senior Leaders and GOJ Stakeholders on planning efforts and contingencies we had in place. Received Commander's Coin, SNCO of the Year, 2000, and Small Network Team of the Year!

NOTABLE CAREER ACHIEVEMENTS

DIRECTS WORKFORCE and TALENT MANAGEMENT EFFORTS – continues to build solid partnerships with the Wounded Warrior program, the State of Hawaii Vocational Rehabilitation Office and the Community College Network to promote the hiring of people with disabilities, disabled veterans and recent college graduates. This resulted in the hiring of over 32 vets from FY17. Worked closely with Hiring Managers will meeting federal goals for hiring people with targeted disabilities and earned Command's recognition as Hawaii's Department of Human Services 2016 Employer of the Year.

PROGRAM MANAGEMENT OVERSIGHT - In response to customer complaints about the HR Tracker system used to process recruitment actions, I identified 26 system improvements to NAVSUP and persisted to get them implemented. All of my recommendations were approved and thirteen (13) of them have been permanently implemented in the system. As a member of the NAVSUP STEP ZERO CPI (chartered to identify waste and reduce the cycle time to process recruitments), my role and recommendations shortened the expected recruitment processing time by almost 30 days.

DEVELOPS LEADERS – Command selected "Hand-picked" to co-pilot leadership program for non-supervisory personnel (targeted grades at or below GS-09 and WG-08). This 6-month emerging leaders program, "Launching a Leadership Revolution" has been hailed as an "unprecedented success" and is A NAVSUP Best Practice and potential implementation in the entire enterprise. (In April 2018, I was awarded the Navy Civilian Meritorious Medal for this effort.) In 2024, Launch new program, "LEGACY" – co-authored/facilitates our own curriculum which addressed the uniqueness of our command. Focuses on Leadership, empowerment, communication, and trust! Recently highlighted by the Chief of NAVSUP as "very innovative and needed today!"

STRATEGIC LEADERSHIP / SETS STAGE FOR UNPARALLELED SUCCESS - Partnered with the Command IG to prepare the Command for NAVSUP 2012 IG; built Command IG "One Stop Shop", Excel product which provided quick "linked "access to the following: previous IG Results, Recommendations, and Findings, Critical Information and Official Correspondence, Command Checklists by Department and Function, CO Big

Rocks/Interest Items, and Command Briefing. "HUGE SUCCESS" – noted by NAVSUP IG! Key to command's overall SATISFACTORY!

EXPERT IN PROGRAM PLANNING AND OVERSIGHT - Prepared Code 302 Training and Administration Team for NAVSUP IG 2015; scrutinized 46 inspect-able items and nine (9) programs as a Command Management Internal Controls (MIC) representative and Division Supervisor. Assessed division Built IG Prep and Program Binders, Established standardize process for responding to IG pre-inspection request. Delivered a Training and Administration "Smart Book" to provided overall snapshot of the division. IG comment: "Best prepared operation I've ever witnessed while on the IG!" Efforts instrumental division's/command's overall SATISFACTORY

NATIONAL IMPACT/AIR FORCE STATE OF READINESS - Partnered with the Air Base Group Vice Commander and conducted independent study to assess the effectiveness of Air Force Warfighter Training and Deployment Preparedness (Worldwide). Identified deficiency in qualified skillset in the Unit Deployment Manager (UDM) position, as it was only a "Part-time" position or a collateral duty. Provided report and talking paper to the Pacific Air Forces Senior Leaders and was subsequently invited to the U.S. Pentagon to personally address concerns and provided recommendation to fill the gaps. Air Force Manpower and planning community agreed with the assessment and recommendation to formalize the UDM position. Resulted in new Air Force Special Duty Assignment (Subset): 8U000 - Unit Deployment Managers are now a "Full-time/Funded" billet.

LED HUMANITARIAN RELIEF EFFORTS – As the Installation Deployment Officer, I partnered with FEMA and Scott AFB to establish an Incident Support Base (ISB) on Hickam Air Force Base. Air Force Logistics Point during the wake of the natural disaster in Japan (OPERATION TOMODACHI). Led study of air field, flight line saturation, and bed-down capabilities within 14 hours. Brief results to PACAF, Federal Emergency Management (FEMA), and AMC with the "go-ahead" recommendation. Staging Base operational in 27 hours. Fight aircraft in the air in 18 hours. Efforts recognized and awarded AF Civilian Achievement Medal.

EDUCATION

- BS, Theology, Psychology, Sacramento Theological Seminary, Sacramento, California
- BA, Business Management, University of Phoenix (Mililani Hawaii Campus)

PROFESSIONAL DEVELOPMENT (OPM Accredited)

- Pacific Leadership Association (PLA) Senior Leaders Academy, 2018, (OPM)
- PLA Emerging Leaders Academy, 2016, (OPM)
- Naval Postgraduate School – Strategic Communication (2016, OPM)
- Naval Postgraduate School – Strategic Planning for Execution: Assessment and Risk – SPEAR (2016, OPM)

PROFESSIONAL AFFILIATIONS

- Member, Honolulu-Pacific Federal Executive Board (HPFEB - OPM)
- Member, Society of Human Resource Management (SHRM)
- Member, National Defense Transportation Association (USTRANSCOM)
- Member, FLCPH Barrier Analysis Team
- Member, FLCPH SPEAR Team

PROFESSIONAL AWARDS AND RECOGNITION (Sustained Superior Performance)

- Federal Executive Board (FEB) Community Service Leader of the Year, Pinnacle Award 2024
- Executive Director Awarded, Time-Off Award, 40 Hrs, 2024
- Special Act Service Award, 2023
- Commanding Officer Awarded, Time-Off Award, 40 Hrs, 2023
- Executive Director Awarded, Time-Off Award, 40 Hrs, 2022
- Command Awarded Quality Step Increase (Sustained Superior Performance/Leadership), 2022
- Command Awarded Quality Step Increase (Sustained Superior Performance/Leadership), 2021
- Business Director Awarded, Time-Off Award, 40 Hrs, 2021
- Special Act Service Award, 2020
- Federal Executive Board (FEB) Community Service Leader of the Year, 2022
- Navy Civilian Meritorious Service Medal, 2018
- Federal Executive Board (FEB) Mentor of the Year, 2016
- On-the-Spot Award "NAVSUP Dashboard Initiative and Training" - 2015
- On-the-Spot Award "NAVSUP IG Prep and Execution" - 2015
- Federal Executive Board (FEB) Community Service Leader of the Year, 2014
- Produces Individual/Team Winners: FEB Administrative Assistant of the Year 2014 and 2015
- Pacific Air Forces Team of the Year (Deployment Operations) 2010
- Pacific Air Forces Logistics Plans Civilian of the Year 2010
- 15th Logistics Readiness Civilian of the Year 2010
- Air Force Civilian Achievement Medal October 2009
- 15th Air Wing Team of the Year 2009
- Pacific Air Forces Transportation Supervisor of the Yr '07
- Pacific Air Forces Inspector General Outstanding Performer Award '07
- Pacific Air Forces Inspector General Outstanding Team Award '07
- AF Chief of Safety Award '02/03
- 15 AF Best Commanders Resource Management Award '00/03
- 15 AF Best En Route 2003
- Air Mobility Command (AMC) Air Terminal Operations Center of the Yr 2001
- 15 AF Senior NCO of the Year
- 15 AF Small Network Team of the Year 2000
- 15 AF Best En Route Aerial Port 1999
- AMC Passenger Operation of the Yr 1999
- 15 AF Senior Non-Commissioned Officer of the Yr 1999
- AMC Communications Team Award 1998
- 15 AF Air Transportation Association Young Leaders 1997

PROFESSIONAL REFERENCES

- PAUL J. VERRASTRO, RADM, USN, (Retired)
- KENNETH W. EPPS, RADM, USN, [REDACTED]
- LYNN C. SIMPSON, SES, (Retired) [REDACTED]
- TAQUINA (TY) LUSTER, CAPT, USN [REDACTED]
- DONNA JARVIS, USN, [REDACTED]
- BRUCE BUCHANON, [REDACTED]
- SCOTT HEDRICK, USN, [REDACTED]
- FLCPH Department Heads and Deputies