

# JAMES W. HART, Colonel, United States Air Force (USAF)

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## EXECUTIVE MANAGER ♦ ♦ CHIEF OPERATIONS OFFICER

Outstanding leadership record ... making definitive, high-intensity decisions with immediate consequences.

**TOP SECRET (SCI) CLEARANCE** (updated 12/2010)

**DECISIVE EXECUTIVE**, with demonstrated leadership in **operations, project, and program management**. More than 27 years as a strategic military planner and policy expert. Highly respected problem solver with a reputation for developing pioneering solutions to management, operational, and technical challenges. Expert communicator, skilled at building understanding and achieving consensus across the highest levels of government.

- **Reflected operational excellence as a hands-on leader**...coordinated transitional repositioning of personnel during drawdown in Iraq as well as two significant personnel surges (6,389+ employees) into Afghanistan.
- **Directed full-spectrum support**, including 65,000 lodging spaces, 32 fitness centers, 25 recreation centers, 38 dining facilities serving 2.6M meals, and a groundbreaking initiative to provide extensive wireless internet services for 150,000 Air Force members rotating through the military's area of responsibility.

### KEY BUSINESS ROLES AND COMPETENCIES ...

Executive Business Management ... Long-Range Strategic Planning ... Human Capital Alignments ... Consensus Building  
Organizational Transformations ... Program Leadership ... Analysis & Evaluation ... Budget Planning & Execution

### WORK CHRONICLE ...

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**DIRECTOR**, USAF Personnel Policy Division, HQ Air Force, Pentagon, Washington, DC

**2011 - Present**

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#### HIGHLIGHTED CHALLENGES:

- **Establish human capital management policies** for 330,000+ USAF military personnel. Develop and draft overarching guidance and programs to size and shape the AF to meet end-strength levels mandated by Congress, with special attention to preserving vital skill sets while reducing less critical career fields.

#### ACTIONS / ACHIEVEMENTS / RESULTS:

- Developed voluntary/non-voluntary programs to retain high performers while downsizing or repositioning lower performers, aligning recommendations with Office of the Secretary of Defense rules and congressional intents. Programs/actions included Selective Early Retirement Boards, reductions in force/voluntary separation pay (RIF/VSP), reenlistment constraints, and reduced promotion opportunities.
- Implemented detailed forecasting techniques and econometric analysis to conduct retention trend analysis, examine loss rates, and project use rates for proposed bonus initiatives. Created comprehensive package for senior leaders.
- ***Phase 1 of this pioneering initiative implemented in 09/2011 with the first Reduction-in-Force Board.***

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**DIRECTOR**, Manpower, Personnel, & Services, 1st Air Force/AFCENT, Your AFB, ST

**2009 – 2011**

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#### HIGHLIGHTED CHALLENGES:

- **Orchestrate organizational transformation** of 1st Air Force (1AF) and AFCENT to divest the 1AF's peacetime mission and enable full focus for wartime efforts in Southwest Asia. Directed top-to-bottom reorganization of AF elements, including two geographically separated staffs based at Your AFB, and Al Udeid AB (AUAB), Qatar, 7,500 miles distant.

#### ACTIONS / ACHIEVEMENTS / RESULTS:

- Directed a Site Activation Task Force in building an organizational scaffold with fully developed staff, organizational and command structure, mission, vision, and functional roles and responsibilities.
- Reorganized staffs on both continents to support a single executive manager located at AUAB. Synchronized operations to ensure operational rhythm and build business efficiencies despite a heavily transient staff (assigned for abbreviated tours), transpacific communications hurdles, and executive resistance at both AF Major Command and Pentagon levels.
- ***Within 30 days, gained executive support and formed the 1AF, comprising 75 new positions and a separate AFCENT organization of 1,400 personnel operating in two locations—South Carolina and AUAB (Qatar).***

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**DEPUTY DIRECTOR**, Personnel Management Division, HQ Air Force/Pentagon, Washington, DC

2007 – 2009

**HIGHLIGHTED CHALLENGES:**

- **Develop groundbreaking initiatives to stabilize employee retention** to counter increasing turnover and dramatic risk to essential skill sets. Operating as an agency executive, analyzed prevailing personnel strength and workforce threats (e.g., sequential deployments, escalating danger from improvised explosive devices [IEDs]) to generate viable program options.

**ACTIONS / ACHIEVEMENTS / RESULTS:**

- ▶ Led team of analysts to examine HR statistics—deployment data, retention patterns, and economic variables. Consolidated data into strengths, weaknesses, opportunities, and threats reports for senior leaders.
- ▶ **Constructed comprehensive business case for senior Department of Defense HR managers, yielding a \$1.4B Selective Reenlistment Budget designed to preserve essential career fields and personnel resources.**

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**DIRECTOR**, Directorate of Manpower, Personnel, & Administration, Major Command, Camp Joint, ST

2003 – 2006

**HIGHLIGHTED CHALLENGES:**

- Lead a group of 20 military/civilian personnel meeting administrative, HR, education, and graphics support needs for 400,000 military and civilian personnel and 260,000 dependents based in Hawaii.
- As a member of the military community, co-chair multi-agency Joint Venture Education Forum (JVEF) and serve on the Hawaii State Board of Education, focusing on building integrity and achievement within the state's educational system.

**ACTIONS / ACHIEVEMENTS / RESULTS:**

- ▶ Directed the 350-member JVEF team in building strategic and action plans to improve academic performance. Organized teams to execute cross-functional tasks—including performing facility maintenance, organizing tutoring services and student reading programs, and developing welcome guides for incoming military families.
- ▶ Nurtured enduring alliances with military and civilian leaders, including Hawaii State College System, Hawaii Department of Education, local and national businesses, and national academic coalitions, to support JVEF initiatives and achievement.
- ▶ **Hawaii public schools improved 35% and 65% Adequate Yearly Progress during 2005-06 and 2006-07 school years, with the number of schools in good standing increasing as much as 31%-42%—a 185% improvement rate.**

***EXECUTIVE COMMENTARY***

*"Visionary Director ... crafted countless policies to ensure flexibility ... dynamic leader!"* Performance Evaluation, 2010

*"Skilled and tenacious ... a rare breed—aggressive, technical brilliance, and unmatched leadership!"* Performance Evaluation, 2009

**EDUCATION / DEVELOPMENT / RECOGNITION ...**

**MS, Systems Management**, Institute of Technology, Your AFB, ST

**BS, Operations Research**, Military Academy, Military City, ST

**Senior Strategic Management School** (Air War College)

**SPECIAL ACHIEVEMENTS:** Legion of Merit; Bronze Star; Defense Meritorious Service Medal; Meritorious Service Medal (3); AF Overall Personnel Manager of the Year, 2003; Sigma Iota Epsilon, National Scholastic Honorary Management Fraternity.

**AIR FORCE FELLOW**, RAND Corporation, Santa Monica, CA (2006-07)

Explanation:

The client's resume had to fulfill multiple purposes. As he approached military retirement, he was actively pursuing the acceptance by and purchase of a privately held, major fast-food franchise. They wanted to see his ability to run a high-demand, fast-paced operation with initiative, flexibility, and operational excellence.

However, barring a successful outcome on that project, he would be seeking employment in the private sector — likely with a government contractor or other large corporate entity.

Relying on extensive data from 25+ years of military performance evaluations, award citations, and other data, I decided to showcase high-impact achievements that reflected his skills in balancing competing priorities, managing large-dollar projects and programs, and dealing with human resource issues across various enterprises. All of these skills would serve him as an entrepreneur, but also position him for a position as an Operations Specialist (even a COO) with a large company.

I specifically included an unusual semi-volunteer project in Hawaii as it captured his interest in the community, in young people, and reflected his ability to operate outside the military venue...something he needed to emphasize for the franchise entity.

I formatted this resume to capture several things --

- His Security Clearance is critical to U.S. government contractor employment and is clearly highlighted on Page 1. Likewise his rank of Colonel (O-6) which identifies him as an experienced senior manager.
- His Operations Experience is targeted right after his Executive Summary area with several specific achievements...hitting the type of skills he wanted to showcase.
- Key Business Roles & Competencies capture talents that will underpin his entrepreneurial plans, but also showcase executive qualifications handy for a COO role.
- The Work Chronicle is organized by a major challenge within each experience and the steps he took to meet it, punctuated by a hard-core result.
- The Executive Commentary items were chosen to spotlight his vision and overall leadership capabilities as well as recognition of his technical acumen.

He is currently in active negotiations with the franchise company and their interest appears to be strong!