

The Talent Pipeline

A Breezy Conversation About EMS Education, Training & STEM



AOC
2023 International
Symposium
& Convention
60TH ANNIVERSARY

DECEMBER 11-13
NATIONAL HARBOR, MD

FACILITATORS: Mssrs Michael Brock and Ken Dworkin, AOC

RECRUIT
Middle/High School,
University, Academy

TRAIN
University,
Early Career

RETAIN
Prof Development,
Certification

RETIRE
Coaching/Mentoring,
Program Dev, SMEs



Goal 3 of the 2020 Department of Defense Electromagnetic Spectrum Superiority Study (EMS3) is “Pursue Total Force EMS Readiness.” Its objectives include:

Objective 3.1: Train and Sustain EMS Expertise

Objective 3.2: Incorporate EMS Concepts and Doctrine into Formal Education

Objective 3.3: Evaluate and Track EMS Readiness

Epiphany 3.1 — There really isn’t an EW/EMS talent pipeline. According to techtarget.com, “A talent pipeline is a pool of candidates who are ready to fill a position. These can be...candidates partially or fully prequalified to take an opening. A talent pipeline is closely related to the term talent pool [which] refers to a broader group of potential job candidates.”

Today, there is fierce competition for university graduates with technical degrees, including electrical and computer engineering, physics, and mathematics; demand is high across the career landscape in Government, the Military, Industry and/or Academia. In order to train and sustain EMS expertise, the Services must first recruit personnel who with sufficient education in the EW/EMS proto-skills mentioned above. This argues for robust DAF EMS Enterprise outreach to undergraduate institutions (and even high schools).

Epiphany 3.2 — EMS Superiority is a team sport, too. The DoD and Services appropriately focus on Service academies and other military higher learning centers (eg, Air War College, Air Force Institute of Technology, Naval Postgraduate School, etc); but those opportunities target candidates who have already joined the military and therefore, 2) do not serve to expand the EW/EMSO talent pipeline. Moreover, that focus may not fully acknowledge a *de facto* strategic imperative: just as cyber has been declared a “team sport” that requires all personnel develop and maintain cybersecurity awareness, spectrum superiority requires cultivation of universal spectrum awareness.

Epiphany 3.3 — The talent pipeline model stretches the traditional readiness paradigm. At a recent conference event, one speaker neatly capsulized an ideal Air Force training approach: **Recruit-Train-Retain-Retire**. Let’s examine the bookends. *Recruitment* is emphatically a thing as regards the Military Services writ large, but the number of recruits aimed at EMS-related specialty codes is likely just a fraction of those entering cyber-related specialties. With respect to *retirement* (and retirees!), experience and expertise don’t vanish at separation. While government and military retirees often pursue second careers with defense contractors, that transition isn’t managed in a way that addresses ongoing EW/EMSO mission needs.

The Talent Pipeline – Article from DAF EMS Enterprise “Wavelengths” Newsletter, Oct 2023



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The Talent Pipeline EMS Professional Lifecycle Model

Association of Old Crows (AOC) is the Professional Association for EMS/EW/EMSO

The Talent Pipeline effort is intended to help focus AOC activities, catalyze community conversations, and bridge USG, DoD, Industry & Academic missions that have common EMS professional human capital needs...not drive DoD or other organizational programs.

EMS Education, Training & STEM (ETS) Value-added

Promote “Universal Spectrum Awareness” (USA!)

Initiative & Activity Discovery and Information Sharing

Initiative or Program/Project Index/Catalog

Light Touch to Manage, Light Lift for Participants

Strategic Messaging & Outreach

Reach (local/national/global)

Stakeholder Communication & Coordination

EW/EMS Certification Standards – Apprentice, Professional, Expert

Share Best Practices

Community of Interest (CoI)

Effective Baselineing (UK)

ETS Show & Tell or VIP Showcase Day?

Tabletop Exercise (TTX) – Operational Impacts, Synergy w/Cyber, etc

AETC Senior Leader EW Course (Former SLEWC) Reboot?

Expert/SME Senior Strategic Advisory Group

Advocacy (including on the Hill)



AOC Talent Pipeline Value Proposition for EMS ETS

AOC Membership >14,000 Worldwide

2023 Symposium Registration ~3000

12-14 March 2024 Collaborative EW Symposium (Pt Mugu, CA)

24-27 March 2024 Dixie Crow Symposium (Warner-Robins, GA) *AOC local chapter

30 Apr – 2 May 2024 Cyber Electromagnetic Activity (Aberdeen Proving Ground, MD)

13-15 May 2024 - AOC Europe (Oslo, Norway)

4-6 Jun 2024 - Cyber/EW Convergence (Charleston, SC)

Jun 2024 TBD – Space EW Conference (MITRE Corp – Bedford, MA)

25-27 June 2024 - EW Capability Gaps & Enabling Technologies (Crane, IN)

29-30 Oct 2024 Warfighter Info Advantage Symposium (Augusta, GA)

Oct 2024 AOC IO/EW Symposium (Honolulu, HI)

11-13 Dec 2024 AOC International Symposium & Convention (National Harbor, MD)

Highlighted events under consideration for **Talent Pipeline** sessions



About the AOC | 2024 AOC Conferences & Events

Talent Pipeline Line-up for Dixie Crow (26 March at 1400):

- Col Jake **Elsass**, AFSC/EN Director
- Mr Charles **Goolsby** – AFSC/EN Education Liaison
- Mr Bob **Herrmann** – Middle Georgia STEM Alliance
- Mr Scott **Cox** – Georgia Power
- Ms Melissa **Spalding** – Education Director, National STEM Academy Benefit
- Maj Gen Thomas “Gasket” **Grabowski**, USAF (ret)
- Maj Brandon **Coleman**, AOC Southern Regional Director
- Mr Jim **Taylor**, Habitat for Humanity, Development Director
- Mr Jarrett **Holcomb**, SwRI & AOC Fab Five Member
- Mr Justin **Brooks**, STEM Board, Middle Georgia State University



48th Dixie Crow Symposium

24-27 March 2024

Century of Flight Hangar
Museum of Aviation
Robins AFB, Georgia

Web site: www.dixiecrowsymposium.com



Welcome to Dixie Crow Symposium 48!

Our Symposium Committee, Dixie Crow Chapter President, Adam Delestowicz and the Chapter Directors cordially invite you to join us for all the exciting events described here. Thank you in advance for your support of this important Electromagnetic Spectrum Operations Trade Show.

Sincerely,
Lisa Frugé-Cirilli, Event Chair

7Feb24

Symposium 48 Schedule of Events:

Sunday, 3/24		
Registration *	5:00 PM	8:00 PM
Welcome Reception *	5:00 PM	8:00 PM
Monday, 3/25		
Registration/Lunch ****	10:00 AM	11:55 AM
John Wayne Carter Invitational****	12:00 PM	Tee Time
Tuesday, 3/26		
Registration **	7:00 AM	6:00 PM
Exhibits Open **	8:00 AM	7:00 PM
Welcome/Awards/Keynote #	8:00 AM	10:30 AM
EWA Technical Conference # ^	12:30 PM	4:45 PM
STEM Talent Pipeline Discussion	2:00 PM	3:30 PM
Exhibitor Reception**	5:00 PM	7:00 PM
Wednesday, 3/27		
Registration	7:00 AM	2:00 PM
Exhibits Open **	8:00 AM	3:00 PM
EWA Technical Conference # ^	8:00 AM	4:45 PM
FIRST Robotics Demonstrations **	10:00 AM	2:00 PM
EW Exhibit Ribbon Cutting #		11:30 AM
Banquet***Cocktails		5:30 PM
Dinner***		6:30 PM

Location of Events:

* Best Western Plus Executive Residency, Warner Robins, Georgia
** Century of Flight Hangar, Museum of Aviation
*** Nugteren Exhibit Hangar, Museum of Aviation
**** Southern Landings Golf Course, Warner Robins, GA
#Eagle Building, Museum of Aviation

Note from the EWA Technical Conference: “The Electronic Warfare and Combat Avionics System Program Offices (AFLCMC/WNY and AFLCMC/WNX) are the sponsors of the EWA Technical Conference”.
<https://www.robins.af.mil/About-Us/EWA-Conference/>
“Government sponsorship of the 48th Dixie Crow Symposium is not implied.”
AFLCMC.WNY.AFTechProg@us.af.mil

Points of Contact:

Chair: Lisa Frugé-Cirilli (478) 319-0179
lisa.fruge@baesystems.com
Deputy: Jordan Kelsey (229) 313-9429
Jordan.kelsey@L3Harris.com
President: Adam Delestowicz (478) 396-5599
methosjade@gmail.com
Registration: Mia Tripp (478) 926-3163
Miatripp3@gmail.com
Exhibits: Jim Hundley (478) 953-6800
jhundley@merc-merc.com
John Lewis (478) 222-4216
Gmanlewis85@gmail.com
Hospitality: Ron Herpst (478) 396-6660
abcrth72@yahoo.com
Mark Leslein (478) 235-5645
mleslein@cox.net
Crows N.E.S.T.: Robert Usher (478) 222-0022
Robert.Usher@gmail.com
Brandon Head (478) 273-1520
brandon.e.head@baesystems.com
Golf: Curtis Carter (478) 978-0021
Curtiscarter77@yahoo.com

[^]EWA Technical Conference and the Dixie Crow Symposium will remain standalone events but are taking place in the same week to optimize the sharing of information, collaboration and discussion.
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