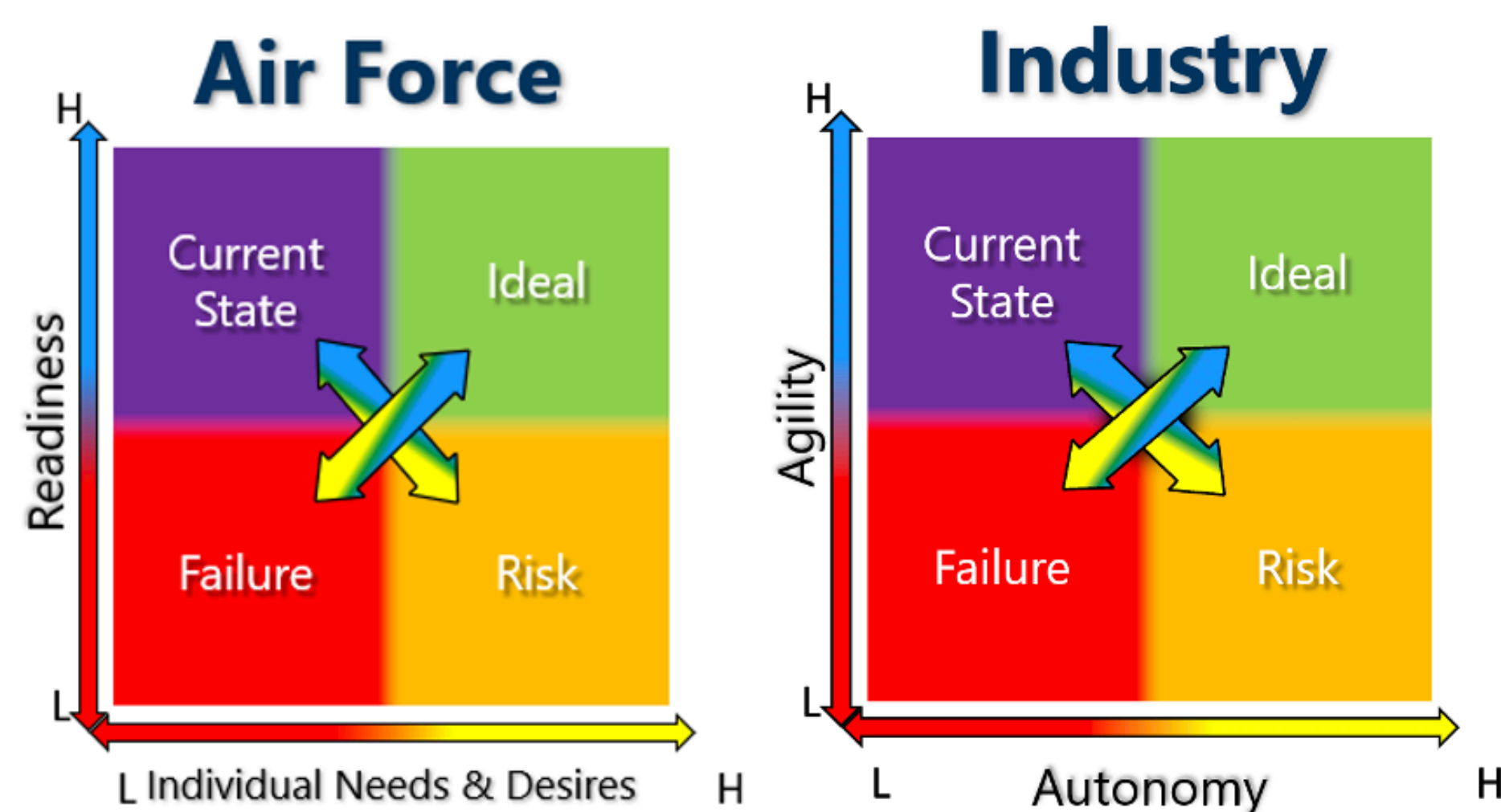


## Abstract

This report is a review of Air Force Readiness with a focus on human capital management and individual needs and desires. We define what Air Force Readiness is and identify tensions between meeting mission requirements and supporting the needs of individuals. This report compares the Air Force and industry approaches to readiness. We investigated these topics by reviewing academic research, interviewing Air Force and industry leaders, and hosting a focus group with Air Force MBA students. Our data collection process offered several major findings regarding Air Force Readiness.

First, there are issues with how readiness is understood by personnel based on their level of experience and longevity. Readiness culture in the Air Force is fragmented, with its personnel not adopting a warfighter mindset. We found that many seem to lack resiliency, tactical competence, and physical and mental fitness. We learned that the industry equivalent to readiness is organizational agility, their ability to respond to problems and priorities, and meeting organizational objectives effectively. These terminologies and practices are not foreign to the Air Force, but what differs is how we implement and understand them, which creates constraints in adopting industry best practices. These major findings were used to develop three courses of actions—Minimum Viable Products (MVPs)—as potential solutions to limiting factors affecting Air Force Readiness.



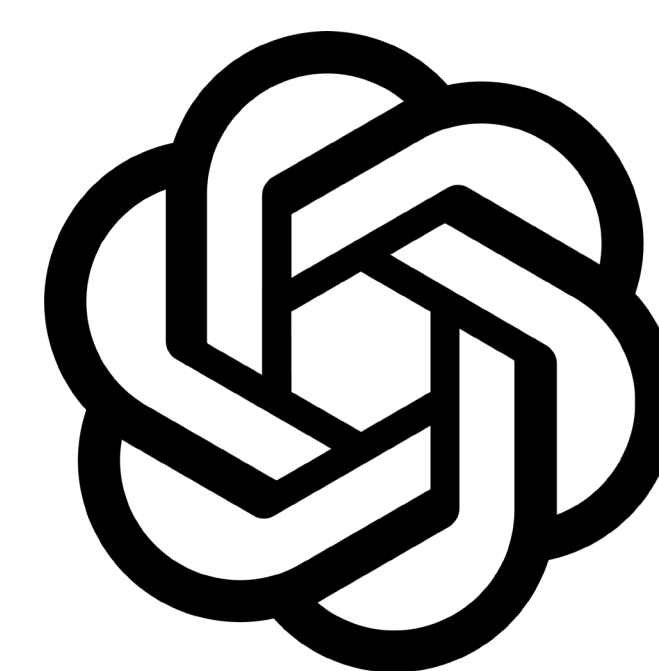
*A Conceptual Model Between Readiness  
and Human Capital Management*

## Methods

- Literature review to understand current research on readiness in the DOD and its relationship to job satisfaction and human capital management
- Interviewed 16 Air Force and DOD officials and 11 industry leaders
  - Set out to define readiness, the industry equivalent to readiness, industry best practices for implementing readiness and human capital management, and identify Air Force constraints that prevent implementing industry best practices
- Conducted a focus group with 11 Air Force MBA students to garner feedback on our research and possible solutions, or Minimum Viable Products (MVPs).
- Performed a thematic analysis on interview transcripts using ChatGPT 4.0 and validated through manual analysis
- Identified overlapping themes among interviewees until we achieved saturation, using our major themes for solution development
- Developed a conceptual model to understand the relationship between Air Force readiness and individual needs and desires.
- Refined our MVPs in the form of course of action the Air Force can adopt to progress our state of readiness and overcome constraints while supporting the needs and desires of its personnel

## Results & Their Impact

- Identified organizational agility as the industry equivalent to readiness
  - Focuses on rapid adaptation to change and flexible workforce management.
  - Focuses on leveraging human capital and job satisfaction to achieve organization objectives
- There is a need to focus on capability versus capacity
- A holistic approach to readiness is required, it is much more than being “green” in any tracking system
  - Improvements can be made in how readiness is understood, tracked and reported
  - There can be a balance between meeting readiness objectives and the needs and desires of individuals
- Constraint of Air Force implementation of industry practices is who it is responsible to—the public & polices
- Our suggest MVPs—courses of action—have the potential to overcome Air Force constraints in adopting industry best practices
- We have shed light on the vastness of readiness and the need to incorporate intentional human capital management initiatives while pursuing readiness objectives



*Open AI's ChatGPT 4.0  
A key tool in our thematic  
analysis*

## Recommendations

- Talent Marketplace assignment transparency
  - Notifies candidates of openings they qualify for
- Implement holistic readiness training throughout career
- Leverage Airmen skills and enhance the Multi-Capable Airmen initiative
  - Focus on members with prior AFSCs
- Further research into human capital management policies and readiness initiatives is needed