



ASSISTANT SECRETARY OF DEFENSE

1500 DEFENSE PENTAGON
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RESERVE AFFAIRS

Mr. William M. LeoGrande
Dean, School of Public Affairs
American University
4400 Massachusetts Avenue, NW
Washington, DC 20016-8022

Dear Mr. LeoGrande,

It is my distinct honor to nominate one of our best Senior Executives in the Department of Defense for the 2012 Roger W. Jones Award for Executive Leadership, Mr. John T. Hastings. I have known John for 17 years, since we first served together in 1995 in the Office of the Secretary of Defense. We worked Total Force Management issues together- a role that was just as important then as it is now. John, serving as a Navy Captain at the time, was always critical in his thinking, detailed in his execution, and above all, a leader. None of that has changed as John has grown into the Senior Executive ranks, and he continues to be a genuine creative leader who functions brilliantly at the most senior levels of our government.

John is unique to our Department in that he has served our nation in a variety of capacities, from leadership positions in uniform to his current Senior Executive position in providing fiscal oversight to our seven Reserve Component organizations of over 1.1 million people. John has done so much that it is hard to know where to start, but focusing in on his mentorship to others in our Resources Directorate is where he flourishes. His ability to infuse networking to others, establish relationships, and place special emphasis on education, is his specialty. There is no one better that I can recommend to you who has influenced the development of so many growing leaders, and who has done it with so much class and respect.

Not only is John a role model for his Resources team, but for fellow Senior Executives alike. I meet with him on a daily basis, seeking his opinion and guidance on a plethora of difficult national security topics, all in supporting the Secretary. Certainly, the hard work he has put into making sure that the funding is accurate, the budget makes sense, and programs are at full throttle, are just a hint of what he accomplishes regularly. I believe John T. Hastings is a public servant who has dedicated his life to our nation, and I feel strongly that he be considered for the 2012 Roger W. Jones Award.



David L. McGinnis
Acting

**2012 Roger W. Jones Award Package
For Mr. John T. Hastings**

Biographical Sketch

Mr. John T. Hastings has served in continuous active federal service for more than forty years, and was selected as the Deputy Assistant Secretary of Defense for Reserve Affairs for Resources in March 2010. In this capacity, he serves as the key advisor to the Assistant Secretary of Defense for Reserve Affairs in all financial management and resourcing matters relating to the National Guard and Reserve. He oversees twelve separate appropriations totaling more than \$50 billion in FY 2011, and \$300 billion over the Future Year Defense Program. He is also responsible for managing the resources of the Reserve Affairs staff.

Prior to selection into the Senior Executive Service, Mr. Hastings served as a Budget Director and Program Budget Analyst for the Assistant Secretary of Defense for Reserve Affairs. He joined the OSD staff after a twenty five year Navy aviation career, during which he was continuously assigned to positions of increased scope and greater responsibilities completing his career as a Navy Captain. He commanded large organizations, and led operational aircraft squadrons on overseas deployments. Mr. Hastings served as the Commanding Officer of the Naval Air Reserve Center in Columbus, Ohio with over 600 personnel from 1990-1992, and was among the first to mobilize personnel for Operation Desert Shield. Mr. Hastings was the Head, Manpower Budget Branch for the Naval Reserve from 1988 to 1990, coordinating the manpower budgets for more than 152,000 Navy personnel nation-wide, was in charge of a Navy Patrol Squadron with over 450 personnel and nine aircraft. He also served in multiple military aviation assignments and world-wide deployments from 1972 to 1988 after completing Navy Flight Training in 1970.

Born in Louisville, Kentucky in 1947, Mr. Hastings currently resides in McLean, Virginia with his wife, Kathleen, a Certified Financial Planner (CFP) and portfolio manager based in Bethesda, MD. He earned a Master of Science degree in Financial Management in 1988 from the Naval Postgraduate School. He serves as a Senior Executive Level (Tier 2), and has been twice awarded the Exceptional Civilian Service Award, in addition to multiple recognition certificates from the Secretary of Defense, and numerous significant medals and campaign ribbons awarded during his military career. Mr. and Mrs. Hastings have two married daughters—Dr. Erin Hastings Monari coordinates clinical trials for the College of Medicine at the University of Florida, and Kendra is an Account Executive for a major world-wide publisher based in San Francisco.

Roger W. Jones Award Package For Mr. John T. Hastings

Organizational Achievements

This nomination package presents the extraordinary contributions and exemplary accomplishments of Mr. John T. Hastings as justification for the Roger W. Jones Award for Executive Leadership. With over forty years of continuous federal service leadership, Mr. Hastings is at the top of federal career executives who have “made a difference” by demonstrating superior leadership which resulted in outstanding organizational achievements, and strong commitment to the effective continuity of government. In this era of downward budget pressure and cost concerns, Mr. Hastings has recently taken a special interest in grappling with this significant national challenge.

Mr. Hastings has been an exceptional leader in shifting the basis of defense planning and resourcing from a military force reliant purely on a strategic reserve to one that now relies on more of an operational reserve force. During the last decade of wartime operations and unprecedented mobilization of the National Guard and Reserve, Mr. Hastings has been at the center of rapidly changing budget requirements and strategic policy development. As a pre-eminent visionary within his organization, across other DoD components and into the private sector, he helped determine, implement, and justify the wartime requirements for America’s military defense forces, especially those transformational initiatives pertaining the headquarters levels and to the National Guard and Reserve forces, and resourcing requirements for a new kind of war. In so doing, he has demonstrated ways of retaining vital military capacity at lower cost to the taxpayer.

Mr. Hastings’ leadership has led to outstanding organizational achievement in three primary areas, as more fully developed below. These areas include (1) a major three volume Defense Department review titled the “Comprehensive Review of the Future Role of the Reserve Component”, (2) innovative work in understanding costs and cost methodologies, and (3) leadership in Defense Department budget and future year program development and review. In each of these critical areas, he has demonstrated outstanding organizational achievement leading to exceptional results.

Mr. Hastings was the principal architect of the costing foundation for the DoD “Comprehensive Review of the Future Role of the Reserve Components” directed by Secretary of Defense Gates following the Fiscal Year 2010 Quadrennial Defense Review. This Comprehensive Review, completed on time within six months, included 24 stakeholders, and is a three volume study publically available, which examines potential costing and future roles for the nation’s National Guard and Reserve forces. In 2010, within two weeks, Mr. Hastings developed and convened a Flag officer/ SES level cost resourcing team, and personally led the cost work of that team and others to develop an initial report to Secretary Robert Gates. This required overcoming the significant challenge of formulating new cost profiles for a mobilized National Guard and Reserve, something not done in the many years the Reserve components were applied only as a strategic hedge. Mr Hastings’ group examined Army, Navy, Marine Corps, and Air Force personnel and units in order to find common cost patterns, and estimate cost savings of utilizing rotational Reserve components in overseas missions from Europe to

Africa to Korea. This widely coordinated (twenty four stakeholders across the Defense department) and exhaustive review co-led by the Joint Staff and Assistant Secretary of Defense for Reserve Affairs considered all active and reserve forces missions and capabilities in order to develop descriptive transformational actions needed to align rotational force deployment patterns with the military capabilities-based strategy. Mr. Hastings' inclusive and dynamic manner in dealing with DoD principals, briefing senior Defense Department leaders, and his wide-ranging knowledge of Service missions, resource capabilities, and military cultures enabled profound successes and provide Secretary Gates with timely, tangible, actionable budgetary and legislative recommendations. The Defense Secretary's written endorsement commented favorably on the "... compelling analysis..." of the review and asked that the results be incorporated into the Defense Department's organizational planning. After the new Secretary of Defense, Leon Panetta, took over from Secretary Gates, Mr. Hastings was specifically asked to prepare material directly for Secretary Leon Panetta's use in briefing key Senators on defense cost issues.

Even before the convening of the FY 2011 Joint Select Committee on Deficit Reduction (Congressional so-called "Super committee"), Mr. Hastings already grasped the need to continue refinement of defense cost models, formulated innovative work in understanding costs and cost methodologies and initiated actions currently underway. Much of this effort is focused on analytically maximizing military capability with full knowledge of the cost curve behavior. Early results have developed alternatives for better understanding personnel, operating and infrastructure costs, and he has provided preliminary information to senior DoD officials, Members of Congress, and area think tanks. Results have been used to inform current Defense Department resourcing initiatives and budget formulation with preliminary results already briefed at the highest levels of the Defense Department.

Mr. Hastings is a leader in the process of developing, formulating and executing the required Defense Department budgets and future years resourcing plans. Ideas such as adjusting Army strength, and modernizing Air Force missions are examples of recommendations he has raised over the last year which have now been incorporated into defense budgets. Over the past ten years, he has assessed resource requests and provided recommendations to senior officials with respect to funding requirements for National Special Security Events (NSSEs) such as political conventions, Economic G-8 Summits, and U.S. Southwest Border operations, as well as catastrophic events with a national scope; such as Hurricane Katrina, Operation Deep Water Horizon (Gulf Oil spill) and other regional disasters. As a widely recognized leader in the DoD program and budget community, his real strengths are in the resourcing and negotiating arenas, but over the last few years he has moved substantially above that level and continuously made conspicuously significant contributions during program and budget reviews. Most of these have been directly related to the efficacy of the 44% (approximately 1.1 million personnel) of the military force that resides in the National Guard and Reserve. However his successes over the years have also been felt by the Combatant Commanders and active forces worldwide. Previously he was instrumental in constructing approved pilot programs to increase the effectiveness and utilization of the Reserve components in meeting evolving deployed active mission requirements and personally briefed this initiative to the Joint Staff and DoD leadership, and key congressional staff. His foresight into needed changes in the Reserve components of the Army, Navy, Marine Corps, and Air Force, as well as the Army and Air National Guard have enabled him, his organization, and other DoD offices to be a significant force in thoroughly analyzing and developing major plans for transforming significant portions of military force structure and policies. He forthrightly articulated the details of complex programs to the highest

levels of the Department and defended important programs to the Congress. He has appropriately championed needed legislative initiatives to advance transformation of active and reserve forces, improved resourcing levels for personnel programs, and managed significant changes in information systems technologies, incorporating greatly improved security upgrades. He was a key leader in gaining and retaining additional Congressional critical budget execution flexibility for military personnel budgets during wartime operations. Mr. Hastings' vision and drive have enabled him to achieve particularly outstanding results in all professional areas, particularly those relating to programmatic adjustments and resourcing considerations.

Mr. Hastings led numerous wide-ranging and significant projects to accomplish major departmental objectives. After the attacks of September 11, 2001, when President Bush directed military support in America's airports, Mr. Hastings played a pivotal role in implementing DoD military security coverage at all of the nation's major commercial airports using the National Guard. The profound impact of his prominent success in this unparalleled achievement resulted in a restoration of the public's trust in the airline transportation industry along with the creation of the new Transportation Security Agency. Simultaneously, he played a significant role in mobilizing and resourcing over 760,000 National Guard and Reserve personnel global operations, the largest mobilization of National Guard and Reserve forces since the Korean Conflict. This effort was in addition to the continued Reserve component support for operations in the Balkans, Iraq, and the Middle East. Additionally, he pushed to improve operations within the Defense Department and the military components on a daily basis. He has engaged research organizations, led flag level study committees, senior work groups, and major departmental reviews to adjust military force requirements and capabilities to current and future needs while demonstrating a widely respected ability for sound financial practices. He has personally participated in, and directed, detailed senior leader discussions to improve operations and resourcing profiles for a variety of DoD missions. In direct response to Secretary Donald Rumsfeld's concern (snowflake) about the number of critical missions located in the Reserve components, he personally formulated briefing material directly used to provide a comprehensive coordinated response to the Secretary.

Mr. Hastings has consistently taken the initiative to engage all stakeholders, especially the particularly wide-ranging stakeholder population associated with National Guard and Reserve personnel and operations. These primarily include senior civilian government (both federal and state) and military leaders, military families, employers of Guard and Reserve personnel, think tanks, academicians, and members of the legislative branch. Additionally, the breadth of his knowledge and talent is such that he is not only able to communicate effectively point to point with all DoD organizations, but he is also able to pull together the most knowledgeable staff experts from the OMB, Joint Staff, Comptroller, Cost Analysis and Program Evaluation, and other organizations as needed to effect needed review of policies and implementation plans affecting the National Guard and Reserve. He has garnered support for the increased demand being placed on Guard and Reserve members as the active forces are being reduced, and in accomplishing appropriate changes in headquarters staffs and military reserve components. He has worked diligently through interagency processes to move funds from the Department of Justice to DoD accounts, and with OPM to fix problems associated with vital support services for military members returning from combat deployment and their families.

**2012 Roger W. Jones Award Package
For Mr. John T. Hastings**

Strong Commitment to the Effective Continuity of Government

Mr. Hastings brought his passion for recruiting and developing talent from his military career into the federal workforce. By his strong commitment to effective continuity of government, he advanced development of managers and executives at all levels, including SES, young political employees, civil service (through the turbulence of the prior NSPS process), and military members, and even extending into some of the Defense Department's highest visibility youth programs.

After continuously selecting and grooming new leaders during his military career, Mr. Hastings transitioned into federal civilian service, and continues to demonstrate an unusually strong commitment to effective continuity of government. Mr. Hastings has played major roles in leading the ASD staff personnel through changes in OSD workforce transitions and in helping develop and execute changes in the military Reserve components. As a senior and reliable total professional, his counsel and advice helped transition new administration ASDs, DASDs, and political appointees into critical assignments during a time of war. Additionally he has guided career personnel changes across multiple offices within DoD to maximize personnel utility and while carefully minimizing cost and training resources. Mr. Hastings fully develops his subordinates, encourages his peers, and supports superiors in ways that enhance the synergy and results from any organization of which he is a member.

During his service, he has helped prepare three ASDs for confirmation and many other appearances before Defense congressional committees and other public fora. As new DASDs have reported for duty, he has provided useful background and advice on how the Defense Department builds programs and budgets at the senior levels. He has briefed senior leaders on recommended approaches and ideas on how to be more successful in their assignments during transitions of senior officials. He grooms and supports continuity within the SES, and provides thoughtful counsel, encouragement, and assistance to those aspiring to SES ranks. He carefully screens and selects or recommends for selection the most qualified new hires, both military and civilian.

Mr. Hastings continuously focused on individual professional growth for himself and his staff, as well as organizational growth. He is an expert in proper personnel evaluation procedures regardless of whether the person is civilian or a member of the Army, Navy or Air Force. He ensures they receive fair personal appraisals, and when appropriate, other forms of recognition as bonuses, military awards, or future duty preferences. He has served on SES and personnel selection panels, awards boards, special selection committees, intern evaluation boards, and other personnel action forums. He is a true leader always seeking to maximize the short-term results while simultaneously optimizing long term strategic considerations. He seeks to hire the most qualified personnel, motivate and reward them. An outstanding mentor to others, throughout his stellar career he has unselfishly supported his peers and subordinates accession into the Senior

Executive (SES) ranks and help them develop to the best of their capabilities. He has directly groomed, coached, and supported personnel at all levels, but particularly the advancement of four key individuals into the Senior Executive Service. As usual, last year every member of his Resources staff received tailored individual professional growth training, and departing personnel advanced to positions of increased responsibility including military command and Service headquarters leadership positions. Following his personal example, he ensured his diverse staff all received specific career enhancing training. Mr Hastings is working with OPM during the current fiscal year to review, assess, and critique SES pilot training targeted at institutionalizing a high-performance organization through coaching and development. Because of his background and interest in personnel development, he has been sought out to serve assist during the SES selection process and serve on selection panels beyond just the Office of the Secretary of Defense.

Combining his interest in continuity of government, coaching, and his continual quest for efficiencies, Mr. Hastings came up with a personnel empowering idea of trying to institutionalize more in-house training. He recognized the particular talents of several members of the office staff and presented leadership with the idea that they could perhaps develop and present an in-house Congressional 101 training program that would be more targeted to the staff need and less expensive than existing alternatives. The two day program has included staff instruction on specifics actions pertaining to the office, and personalized briefings from Congressional staff, and presentations by former members of Congress. Benefits have been exceptional on many levels. The “instructors” are further recognized and respected for their skills. Institutional savings are realized by tapping in-house talent. And, maybe best of all, the entire organization is more empowered by members experience and learning in this very direct personal, hands-on package. The informal accolades have been universally positive.

Beyond the staff, he regularly meets with senior leaders of all military Services to ensure resourcing continuity exists across Services, not just up-and-down their internal chains of command. He has established a council of resource leaders among the National Guard and Reserve components which is used regularly to share concerns and issues relating to topics ranging from continuing budget resolutions, potential government shut down activities and sequestration, to use of new mobilization authorities and specific congressional concerns.

Whether working to resolve Homeland Defense resourcing issues or to adequately resource DoD’s Civil Military Program, Mr. Hastings demonstrates unequivocal support of the continuity of government interagency process. His strong support of DoD STARBASE (60 programs nation-wide), has contributed to the results of the last two years whereby students have been invited to participate in the White House Science Fair, showing promise for future U.S. scientists. His oversight of another program, the National Guard Youth Challenge Program (34 programs in 28 states), leverages National Guard assets to provide a second chance for selected high school dropouts, some of whom have been able to continue into productive careers in the military, government, and civilian life. Mr. Hastings regularly addresses the Program Directors’ conferences to demonstrate the Department’s strong interest in this program. He further works closely with the National Guard and others through the interagency process to resource and articulate requirement for National Special Security Events, Southwest Border Ops, Gulf Coast Oil Spills, and hurricane preparations and remediation.

Mr. Hastings consistently demonstrates his strong ability to optimize resources. His superb fiscal skills have been briefly addressed previously. He has also achieved outstanding results in managing a highly productive, diverse workforce, and significantly contributed to the effective management of all resources of the Reserve Affairs staff. He has handled sensitive and difficult personnel actions in a highly discreet and professional manner with true executive poise. He has built a diverse workforce, crossing age, gender, and ethnic backgrounds to mold a strong effective professional team including military personnel and civilians. Mr. Hastings has structured the ASD's resources to ensure strong coverage of all personnel, funding, and equipment requirements, and he has developed a strong analysis capability that exercises resources oversight over the military reserve components consistent with the ASD's USC Title 10 responsibilities. He has identified critical Reserve component resourcing issues associated with legislative and budget requirements and helped DoD resolve these discrepancies internally prior to submission to the Congress. A validation of his business acumen occurred when a routine investigation conducted previously by the House Studies and Investigations staff into RA's organization and reviewed the entire organization's mission, structure, and resourcing levels and reported no negative findings. His strong support for Equal Opportunity objectives of the Department is obvious from his service on civil services and SES selection boards, active participation in OSD executive training, and OPM SES pilot training programs on creating high performance organizations through coaching and development. He fully supports the OPM and DoD intern programs and strongly encourages others to do likewise. He serves as a formal mentor and adviser for newly selected members of the federal service and those considering such service. He has been a key advisor to several Assistant Secretaries of Defense on ways to optimize and restructure their office to meet evolving mission requirements over the years developing re-structuring alternatives on six different occasions in order to and maximize staff strengths and capabilities.

In totality, the sum of these efforts have been to increase the effective continuity of government while successfully developing managers and executives. Mr. Hastings is a true visionary, a dynamic and informed leader within DoD and the government, and worthy of special recognition. His trademark is his superb ability to reduce a complex set of facts to the simple, bottom line explanation that covers all angles but allows total comprehension in minimal time. He is also well known for fair treatment and development of all subordinates and peers, and his polished courtesy and poise in dealing with senior officials at the highest levels. By his extraordinary leadership, inspiring dedication and superb accomplishments, Mr. Hastings exemplifies the highest ideals of the Senior Executive Service and is truly deserving of the special recognition bestowed by selection for the Roger W. Jones Award.