

Charles P. "Chuck" Armentrout

Contact

Address: 6532 Bay Tree Ct, Falls Church, Virginia 22041
Telephone: (571) 882-3913 **Email :** chucktrout@yahoo.com

Qualifications and Key Competencies

More than 27 years of leadership, expertise, and achievement--including 16 years of policy and legislative analysis, development, and oversight--while serving in a wide variety of positions of responsibility in the White House, the Office of the Secretary of Defense, and Headquarters Air Force. Includes significant work with Congressional committees/staffs, foreign governments, NGOs, policy think tanks, and national non-profits

**Policy
Analysis/Development
Enterprise/Executive
Leadership**

**Government
Admin/Management
Strategic Planning**

**Program Management
Project Management**

**Workforce Development
Human Resources
Management**

Key Experiences

**Force Dev. Sr. Executive Consultant
Adjunct Policy Analyst and Staff Officer
PhD Student, Public Policy**
Policy Research/Analysis/Force Development

Council For Logistics Research (*Oct 2013 – Present*)
RAND Corp. (*Jan 2013 – Present*)
George Mason Univ. (*Aug 2012 – Present*)

**Director, Manpower, Personnel, and Services (ACC/A1);
Headquarters Air Combat Command; Langley AFB, VA**

United States Air Force
Jul 2010 – Aug 2012

*Enterprise and Executive Leadership, Program Management,
Workforce Development, Enterprise-level HRM*

Head of staff of 180 responsible for policies, programs and objectives across enterprise of over 139,000 personnel at over 300 locations. Includes mgt/development of workforce, strategic planning/alignment, policy research and analysis, equal opportunity, diversity; as well as oversight of a broad array of support services and quality of life programs for largest Command in the Air Force. Provide personal, discreet counsel to 4-star on HR matters. Key member of Air Force Board of Directors providing strategic functional direction across AF.

- ✓ Strategic advisor for planning of Air Force's largest civilian workforce reduction and realignment in recent history (>17.5K positions); participated in corporate planning and budget decision process while also overseeing and leading Command's own force mgt decision processes with 60 senior base or staff leaders
 - Led review/prioritization of 13K civilian positions in Command, developed strategy, and executed reduction programs. Shaped force to retain maximum capability, while capturing \$414M/year in savings
- ✓ Crafted ground-breaking, AF-wide resiliency program with UPenn. Self-defeating behaviors such as suicides, substance abuse, and divorce turned around dramatically across Command despite continued negative trends in AF. Then successfully lobbied for AF adoption---and drove strategy for AF-wide stand-up

Commander, 379th Expeditionary Mission Support Group; SW Asia

United States Air Force

Executive Leadership and Program Management

Jun 2009 – Jul 2010

Leader of 3,000 personnel in over 200 disciplines and specialties in areas such as logistics, contracting, security, engineering, HRM, communications, community support/sustainment, and more as "Mayor" of base of 12K residents + 300K transients/year, and over \$13B in critical National assets. Oversaw largest fuels operation in the world (over 347M gal/year); largest lodging (19K bed spaces), second largest food service (7M meals/year), and one of largest security and logistical operations in Air Force. Also responsible for 75% of all US communications capability (classified and unclassified) in SW Asia.

- ✓ Drove diplomatic efforts to strengthen critical partnership; worked with Ambassador and senior host country officials; developed/negotiated first combined operating strategy and procedures signed by both countries
 - Covered broad range: from administrative to EMT/medical/fire partnerships and military attack response
- ✓ Led 20% increase in small (<\$750K) projects and oversaw/integrated over \$1B in major project construction (largest program in AF); drove huge increases in quality of life, security, and capability for the entire region

Key Experiences (Con't)

Chief, Military Personnel Policy Division; Headquarters Air Force, Pentagon **United States Air Force**
Policy Analysis and Development, Enterprise-level HRM and Development, Program Mgt, Government Admin/Mgt, and Research & Studies Mgt *May 2007 – Jun 2009*

Leader of five staff teams of senior managers responsible for all military personnel policy/legislation, and integrated plans/programs for the 536,000 military members of Air Force to meet strategic objectives. Provided fiscal oversight for \$1.3B budget. Directed analysis/modeling, as well as research/studies to derive strategic direction and support policy and legislative decisions. Provided oversight of policy execution.

- ✓ Developed plan/policy for largest military reduction in decades; over a dozen individual pgms that surgically cut--retained mission capability, yet exceeded fiscal goals--reaped >\$1B for Air Force recapitalization
- ✓ Stood up new unmanned aerial system career fields; created selection process, training pipeline, developmental roadmap—now the largest, most impactful weapon system family in Air Force inventory
- ✓ Drove sensitive research/analysis with RAND Corp on statutory promotion board process; outcomes changed policy and mitigated \$B's in potential liability. Also led research/analysis for other key policy areas

Assistant Director, Strategic Plans and Human Resources Management; OSD, Pentagon **Office of the Secretary of Defense**
Policy Analysis/Development, Government Admin/Mgt, Enterprise Workforce Development, Strategic Planning, Program Mgt, Research & Studies Mgt *Jul 2004 – May 2007*

Responsible for broad range of management and compensation policies; planned, developed, and implemented long-rang strategic efforts; and provided statutory oversight and compliance affecting over 5M personnel and families in the Department of Defense. Managed/Administered \$10.4M in research/studies

- ✓ Point for >800 legislative actions; developed econometric analysis, drafted language, resolved appeals/inquiries from senior professional Congressional staff members, synchronized Congressional testimony
- ✓ Led ground-breaking effort to develop new DoD Military HR Strategy; drove exhaustive lit review; worked with international HR experts in government, industry, academe; effort lauded by multi-national review group
- ✓ Mastermind behind DoD-wide '06 & '07 force shaping legislative programs—authored/championed law, promulgated policy on watershed authorities: enhanced force management pay and authorization policies

Air Force Research Fellow; Headquarters RAND Corporation; Santa Monica, CA **RAND Corporation**
Public Policy Fellowship – Developmental Education *Jul 2003 – Jul 2004*

- ✓ Member/Co-author of insightful study “Improving the Development and Utilization of Rated Officers”
- ✓ Key member of projects “War and Escalation in South Asia” and “Integrated Executive Force Planning”
- ✓ Audited doctoral course “Constitutional Law for the Policy Maker;” also studied US/European relations and Mideast/Islamic Studies

Commander, 3rd Mission Support Squadron; Elmendorf AFB, AK **United States Air Force**
Executive Leadership and Program Management *Jul 2001 – Jul 2003*

Leader of 350 personnel in 80 disciplines and specialties, providing full range of military & civilian personnel, education and training, and family member support to over 22K members. Managed/executed \$3.5M budget

- ✓ Led stand-up of base in Korea to respond to international crisis; medical, ops, logistics, transportation, engineering, security, etc. to support critical mission—from nothing to full base for >1K in less than a week
- ✓ Point for care, feeding, bed down, of 260 families when planes forced down and stranded in Alaska on 9/11
- ✓ Handpicked to lead \$20M education contract outsourcing effort for a dozen Pacific bases; “best seen” in AF

Key Experiences (Con't)

Student, Navy Command and Staff College

National Strategy and Policy Making, National Security Decision Making, International Regional Studies

Naval War College

Aug 2000 – Jul 2001

Studied rigorous curriculum in defense policy, regional studies, military strategy and history, and national resource allocation to prep for senior command/staff positions; culminated in award of Master of Arts degree

- ✓ Won *James D. Forrestal Award for Strategy and Force Planning*

Social Aide to the President of the United States

Project Management and Leadership

White House

Jul 1998 – Jul 2000

Planned, choreographed, and executed diplomatic and public relations events at the White House in support of the President and First Lady; to include State Dinners, bill signings, award ceremonies, holiday celebrations, and press and media events. Provided strategic military advice to shape events; and routinely assisted in entertaining Heads of State, Cabinet members, Congressional leadership, and other distinguished guests

- ✓ Planning leader and participant in historic events such as first-ever State Dinner for China, 50th Anniversary NATO Summit attended by 44 Heads of State, and first-ever White House visit by Nelson Mandela
- ✓ Key planner, leader, and executer of hundreds of other White House events; personally recognized for exceptional service by the President in an Oval Office ceremony

Chief, Officer Promotion/Evaluation Policy; Chief Rated Force Policy; Headquarters Air Force; Pentagon

Enterprise-level Human Relations Policy and Legislation

United States Air Force

Aug 1996 – Aug 2000

Responsible for development, management, oversight of evaluations and promotions policy & legislation for all Air Force military personnel

- ✓ Lead advisor on successful Air Force promotion litigation in U.S. Court of Federal Claims with \$5.7B in liability--win set precedent for class action and was cited as "most important personnel decision in 30 years"
- ✓ Led team to new Slovak Republic to write cornerstone legislation for military oversight/management—recognized by both Slovak Minister of Defense and Slovak Chief of the General Staff for critical contribution
- ✓ Authored seminal White House White Paper on pilot retention used during key Congressional engagements
- ✓ Implemented first major pilot retention pay restructure in 10 years; eight-fold increase in retention contracts

Member of Senior Leader Action Group; Executive Speechwriter; Leader in Air Force-Wide Promotion Board Management/Execution; Manager in, and Head of Various Base-Level Personnel Offices

Project Management; Human Relations Mgt/Operations; Leadership

United States Air Force

May 1987 – Aug 1996

- ✓ More available on these experiences upon request

Other Ancillary Experiences

Member, Student Admissions, Faculty hiring, and Northern Region Advisory Committees for the Virginia Science, Technology, Engineering, and Applied Math (STEAM) Academy

Non-profit Project and Program Management; Human Resources Mgt

Hampton Roads, VA

2012 – Present

- ✓ Advises on courses of action to meet STEAM Academy student and faculty goals of being reflective of the commonwealth's diversity; holding exceptionally high academic, character, and leadership standards; and transparency and validity in its admissions selection criteria and process

Other Ancillary Experiences (Con't)

State Games Director (x3 Summer & Fall Games) and Member of Board of Directors

Special Olympics Alaska
2001 – 2003

Non-Profit Project Management and Leadership

Led 12 committees, 450 volunteers, 900 games participants responsible for marketing, public relations, opening/closing ceremonies, transportation, logistics, lodging, medical, food service, games operations, recognition, etc. Also member of board of directors comprised of legislators, corporate and community leaders; responsible for fund-raising, committee and task force leadership, strat planning, agendas, and self-evaluation

- ✓ Successfully transitioned games to new campus venue; oversaw growth to all-time high participation; and brought prestige to opening ceremonies by securing participation of governor, conducting a media blitz to include dozens of personal broadcast interviews, and arranging fly-overs and other high-profile components

Junior Officer Liaison and Advisory Council Member

Air Force Association

Non-profit Leadership and Policy Formulation

1996 – 1999

Leader of council representing Air Force junior officers that provided advice and counsel used to develop strategic direction/policy agenda for nonprofit organization of over 117K, and 200 chapters in 49 states

- ✓ Hand-picked to represent all Air Force junior officers; key to agenda development for key two year period
- ✓ Won two national awards: Exceptional Service Award and Medal of Merit

Education, Executive Development, and Certifications

Degreed Education:

| | |
|------|--|
| 2001 | Master of Arts, National Security and Strategic Studies Naval War College, Newport, RI |
| 1990 | Master of Arts, Management Webster University, St. Louis, MO |
| 1986 | Bachelor of Science, Chemical Engineering Mississippi State University, Starkville, MS |

Executive Development and Other Certifications:

| | |
|------|--|
| 2009 | Senior Professional Human Resources Certification (noncurrent) Society for Human Resources Management |
| 2008 | Executive Leadership Program Center for Creative Leadership (CCL), Greensboro, NC |
| 2006 | Enterprise Leadership Seminar Keenan-Flagler Business School, University of North Carolina, Chapel Hill, NC |
| 2005 | Strategic Planning & Executive Leadership; Programs on Leadership for Executives Center for Management Research (CMR), Cambridge, MA |
| 2004 | Air Force Fellowship (Senior Developmental Education), Public Policy RAND Corporation, Santa Monica, CA |
| 2003 | Air War College Air University, Maxwell Air Force Base, AL |
| 2001 | College of Naval Command and Staff Naval War College, Newport, RI |
| 1999 | Air Command and Staff College Air University, Maxwell Air Force Base, AL |

Further information, performance appraisals, and references available upon request