



**AIR FORCE RESERVE**

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Air Force Reserve

ONE AIR FORCE. SAME FIGHT.

**AN UNRIVALED WINGMAN**

**Citizen  
AIRMAN**



**WISDOM**



**AIR FORCE RESERVE**

# Welcome to a special issue of Citizen Airman magazine

This month we devote our entire publication to the reproduction of the new Air Force Reserve vision document. The vision identifies the Air Force Reserve's top priorities and establishes goals based on the command's extraordinary capabilities across a myriad of mission areas. In order for the Reserve to realize General Bradley's vision of being an Unrivaled Wingman by providing the world's best mutual support to the Air Force and our joint partners, it is absolutely essential that everyone, from the top down, has a clear and thorough understanding of what's in this document. Although the vision is available on the Internet (<http://www.afrc.af.mil>), we are taking the unprecedented step of reproducing the entire document to ensure everyone receives a copy and has a clear understanding of where the Reserve is headed in the future. —The Editor



# Airman Citizen

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## TO OUR AIRMEN

I want you all to know how proud I am of the contributions each of you makes to the security of this Nation and the world. I have traveled to many locations around the globe and observed first hand our Air Force Reservists who are fully dedicated to the Air Force mission and making the world a safer place. This team spirit goes to the heart of my vision: *To provide the world's best mutual support to the Air Force and our joint partners—An Unrivaled Wingman.*

This principle of Service can be applied at many levels and is integral to how we support each other, the Total Force, and our Nation. *We are all part of one Air Force and share the same fight.* Embracing this value is key to being a great wingman. Our military and our Nation are facing significant challenges and increasingly rely on the Reserve for the experience and capability we bring to the fight. Your continued participation and loyalty is vital as we transform into a more effective and efficient force provider.

Thanks again for the impact you make every day. I am counting on you to employ the concepts in this document to build on our legacy and help make our vision a reality: *One Air Force, Same Fight—An Unrivaled Wingman.*

Best Regards,

**Lieutenant General John A. Bradley**  
Chief of Air Force Reserve



*My vision is to provide the world's best mutual support to the Air Force and our joint partners—flying and fighting as An Unrivaled Wingman.*



The enlisted force of the Air Force Reserve plays a vital role within our Air Force. The mission of the Air Force, as stated by the Secretary, is to deliver sovereign options for the defense of the United States of America and its global interests—to fly and fight in Air, Space, and Cyberspace. The Air Force can and will meet this demanding and evolving mission with the full support of its reliable partner, the Air Force Reserve.

Being combat ready deployable warfighters is critical to the defense of our Nation. Through education, technology, innovation and the infusion of our experienced and highly trained enlisted force we will ensure our total commitment to Air Force mission accomplishment. Providing unrivaled support to the Air Force is mandatory. This can and must be our **Number One** priority.

Our Nation and Air Force deserve your assistance in this endeavor as Unrivaled Wingmen. After all, we are "One Air Force, Same Fight."

**Jackson A. Winsett**  
Command Chief Master Sergeant  
Air Force Reserve Command

**We are all part of a single team fighting as a unified Air Force. We share the same priorities and goals—One Air Force, Same Fight.**

## **MISSION**

**The MISSION of the Air Force Reserve is the same as the Air Force:**

**Deliver sovereign options for the defense of the United States of America and its global interests—to fly and fight in Air, Space, and Cyberspace.**

**Our PURPOSE as derived from Title 10 United States Code is to:**

**Provide combat-ready units and individuals for active duty whenever there are not enough trained units and people in the Regular component of the Air Force to perform any national security mission.**

**Our VISION:**

**To provide the world's best mutual support to the Air Force and our Joint partners—flying and fighting as An Unrivaled Wingman.**

- >> Defend the homeland**
- >> Fight the Global War On Terrorism**
- >> Provide humanitarian support at home and abroad**
- >> Support the Expeditionary Air Force**

# THE GLOBAL SECURITY ENVIRONMENT

We are in a global war with violent extremists whose ultimate objective is to destroy our way of life. We no longer face a single monolithic threat as we did during the Cold War. The threats now are multiple and ambiguous, emanating from highly agile and adaptable foes.

The Department of Defense is responding to these threats by restructuring its forces to defend the homeland and fight the long war against violent extremists. In turn, the Air Force will recapitalize, modernize, and transform its organizational structures to become leaner, more lethal, and agile—a rebalanced Total Force that will focus on the warfighter.

The scope and nature of the challenges we face are shaping our organizational constructs, defining our roles and missions, altering our participation expectations, and affecting the type of people we recruit and retain.

***We will defend liberty—whatever the cost.***

# A NEW HORIZON

Flying and fighting as one Air Force means we will function as a more unified Air Force. We will:

- 1. Integrate at all levels, strategic, operational and tactical—providing flexible, tailored, and adaptive ways to fight alongside other Air Force components.**
- 2. Populate Air Force equipment, cockpits and ramps to best serve the mission—focus less on who “owns” the equipment and more on maximizing warfighter effects.**
- 3. Provide the most highly motivated, ethical, trained, and experienced Airmen in the world—unrivaled wingmen.**

No single component of the Air Force goes to war alone. The future requires lean, flexible organizations—constructed to best support and quickly adapt to current and emerging missions—One Air Force.

Within these lean organizations, we will provide combat-ready units and qualified individuals to perform operations contributing to all Air Force missions—flying and fighting in air, space, and cyberspace—Same Fight.

We will always train to the same standards as the Regular component—One Air Force. We will always strive to maintain parity in equipment with the other components of the Air Force. We will always ensure we remain accessible, flexible, and combat ready.

**Our future... a more unified force.**

## Vision Vectors

>> We will continue integrating at all levels.

>> We will focus less on who “owns” the equipment and more on maximizing warfighter effects.

>> We will continue developing organizations and participation models to optimize the way Reservists can serve.

>> We will provide the most highly motivated, ethical, trained, and experienced Airmen in the world.

>> We will contribute to all Air Force missions.

>> We will always train to the same standards as the Regular component.

>> We will always strive for parity in equipment with the other components.

>> We will remain accessible, flexible, and combat ready.

## AIMPOINTS OF AN UNRIVALED WINGMAN

To achieve this vision we will focus on six aimpoints that make Airmen unrivaled wingmen. The six aimpoints are:

### >> **PROACTIVE FORCE PLANNING**

Optimizing ways to employ our force and advocate processes and improvements that make everyone more combat effective.

### >> **FLEXIBLE IN PARTICIPATION**

Organizing participation options to maximize combat readiness.

### >> **COMBAT READY**

Preparing not only to come alongside, but also to take the lead as needed.

### >> **OPERATIONAL IN PEACE AND WAR**

Enhancing and enabling the key attributes that make our component operational in peace and war.

### >> **LEVERAGED COMMUNITY CONNECTIONS**

Connecting to our communities-not just tied to them. We will leverage these connections to maximize participation over a lifetime of military and civilian service.

### >> **CLEAR PARTICIPATION EXPECTATIONS**

Eliminating disconnects between what is required and what is expected.

**Our Future... We will focus on six aimpoints that make our Airmen unrivaled wingmen.**



Optimizing ways to employ our force and advocate processes and improvements that make everyone more combat effective.

## PROACTIVE FORCE PLANNING

Given the nature of change the Air Force is facing it is imperative we keep our force both lean and on the leading edge - enabling the strengths of the Air Force Reserve so the entire Air Force is ready to fly and fight efficiently and effectively. We will engage early in the Air Force corporate process to ensure we have the right people performing the right missions.

Our future demands we support the Regular component in operationally important warfighting missions. To effectively provide this support, we will apply our resources to produce the combat capabilities needed by the Air Force.

We are going to strike a balance between mission and location to address where our members can realistically serve. When considering missions that are best suited to produce a combat capability, we will follow these guidelines:

- >> Assess the availability of personnel within a recruiting area that is practical to support the mission
- >> Evaluate the compatibility of the mission operations tempo with Reserve service
- >> Consider the affordability of the overall manpower requirement to support the mission

Undertaking new missions in the future will require bold decisions about how we use existing resources. We will develop a resource allocation strategy. This strategy will serve as a prioritized blueprint that enables us to organize, train, and equip as An Unrivaled Wingman.

### Vislon Vectors

>> We will apply our resources to produce combat capabilities needed by the Air Force.

>> We will strike a balance between mission and location to address where our members can realistically serve.

>> We will develop a resource allocation strategy to serve as a prioritized blueprint that enables us to organize, train, and equip as an Unrivaled Wingman.

**Our Future... We will tailor our organizations to be lean, smart, and flexible.**

Organizing participation options to maximize combat readiness.

## FLEXIBLE PARTICIPATION

Reserve flexibility adds strength to the Air Force and brings trained people to the fight. Because our future Reserve depends on flexibility to maximize resources, we will meet Air Force mission requirements with volunteers first. For this to succeed, the future Air Force Reserve must have stability, flexibility, and individualized control of its programmed resources.

Because we share the same federal mission under Title 10 as the Regular component, our force has the same goals and objectives as the Regular component. Accordingly, we will unify and align our resources with the other Air Force components into the most combat-effective, flexible, adaptive, and tailored unified organizations possible—regardless of who owns the base or facility.

We will do this because it allows the Air Force to better leverage resources where it makes sense—whether we are talking about an equipment-constrained environment or a people-constrained one.

We will continue a human resource policy that is not based on “up or out,” allowing qualified individuals to continue performing at jobs that make them want to serve. We will develop and implement a “lifetime-of-service” human resource strategy that supports our Airmen and the Air Force. These policies give us the flexibility we need to task our members and maximize active duty participation. It also allows our members to serve consistent with their abilities and passions.

We will foster resource strategies that allow our members to stay in place longer and build experience. This model creates force management challenges for the Air Force Reserve, but it also provides seasoned and experienced assets to the Air Force. Thus, we will optimize the fact our members are geographic-centric but work to minimize the effect this has on managing our force.

***Our Future... We will deliver the best personnel and equipment to the mission, whatever the fight.***

### Vision Vectors

>> We will meet Air Force mission requirements with volunteers first.

>> We will unify and align our resources into the most combat-effective organizations possible.

>> We will add strength to the Air Force by bringing trained people to the fight.

>> We will optimize our organizations and participation models to match the way Reservists can serve.

>> We will not base our future personnel policies on “up or out.”

Preparing not only to come alongside, but also to take the lead as needed.

## COMBAT READY

To be prepared to take the lead, we will maintain the same combat readiness as the Regular component. This enables us to train, activate, and fight—in that order. Our unit members and our Individual Mobilization Augmentees will be ready to go to the fight within 72 hours of mobilization notification—sooner in many cases—when volunteering.

To be unrivaled wingmen our people must learn to lead. In the future, the paths to leadership opportunities must be open to the best and most capable, regardless of

status. We will provide deserving Reservists access to developmental opportunities so they can compete for increased leadership responsibilities—including command.

Our developmental paths will involve cross flow between staff and field assignments to broaden the development of our future leaders. We will foster high degrees of innovation and flexibility in structuring the Air Force Reserve leadership development programs to accomplish our goals.

In the future, the Air Force Reserve will continue as a primary source for retaining people with prior Regular component experience. We will continue to offer opportunities that appeal to those leaving full-time service but who still want to remain an active part of the Air Force.

We will leverage and develop the strengths of a diverse force and train leaders to recognize and employ those strengths to maximize combat readiness. We will define “experience” as more than time spent in the Regular component. Experience will encompass all active duty performed, regardless of type.

## Our Future... We will train, activate, and fight—in that order.

If the pool of people leaving the Regular component shrinks, the Air Force Reserve will stand ready to enlist and train first-term Airmen from the community. If we cannot access experience from people with prior service, we must be prepared to develop our own experience.

In the coming years, a number of mission related factors will require the Air Force Reserve to increase modestly and remix our Full Time Support manpower. Our future will require a greater operations tempo than can be realistically supported strictly on a part-time basis. An influx of first-term Airmen into the Air Force Reserve will increase the need for full-time trainers and management activities.

Our goal is to maximize Air Force combat capability by using the appropriate flexible, tailored, and adaptive organizational constructs. We will never forget we are a drill-based force.

### Vision Vectors

>> We will remain a drill-based force, predominantly composed of experienced personnel.

>> We will be a primary source for retaining people with prior Regular component experience.

>> We will develop our own experience if the pool of prior service accessions shrinks.

>> We will shape the future mix of Full Time Support manpower to meet mission and training requirements.

>> We will leverage and develop the strengths of a diverse force and train leaders to recognize and employ those strengths.

>> We will enable future paths to leadership opportunities that will be open for the best and most capable.

>> We will continue to offer opportunities that appeal to those leaving full-time service but who want to remain an active part of the Air Force.

>> We will define experience as more than time spent in the Regular component. It will encompass all active duty performed regardless of type.

Enhancing and enabling the key attributes that make our component operational in peace and war.

## **OPERATIONAL IN PEACE AND WAR**

Being a variable force is what makes us operational in war and peace. It is no longer relevant to ask if we are an operational reserve or a strategic reserve—we are a variable force.

We are committed to being a variable force because it is a fact the Air Force has more missions than the Regular component has forces to support. While the Air Force Reserve is not a full-time force, Reservists stand shoulder to shoulder with the Regular force executing essential missions every day.

In the future many of us, as individuals and units, will engage in daily operations while others remain in reserve. The mix of Reservists who are engaged and those who are in reserve will change rapidly in response to surges and shortfalls in national defense requirements.

Accordingly, we are going to take organizational, personnel, and other actions needed to ensure we function smoothly as a variable force.

Volunteerism is the attribute that enables a variable force—the hallmark of the Air Force Reserve. Our members are already volunteering to support daily operations and national emergencies for long periods and in high numbers. We will do everything to enhance and facilitate their ability to serve on active duty, while protecting their civilian commitments.

Tomorrow's Reserve force will provide significant and sustained operational support to the Air Force on a daily and ongoing basis. Our brand of volunteerism expects airmen to strive to serve more than required.

***Our Future... We will organize and operate as a variable force.***

### **Vision Vectors**

>> Volunteerism will remain the hallmark of the Air Force Reserve.

>> We will function as a variable force, with some people and units engaged and others held in reserve.

>> Our brand of volunteerism expects Airmen to strive to serve more than required.

>> We will facilitate Airmen's participation while protecting the integrity of their civilian commitment.

>> Tomorrow's Reserve force will provide significant and sustained operational support to the Air Force on a daily and ongoing basis.

Connecting to our communities—not just tied to them. We will leverage these connections to maximize participation over a lifetime of military and civilian service.

## LEVERAGED COMMUNITY CONNECTIONS

While the Regular component shares ties to family and community, what will continue to set Reservists apart is their connection to an employer outside the Air Force. For most Reservists, their civilian employer will remain their primary means of providing for their families. Without employer support, many of our members cannot afford to volunteer. In the Reserve force of the future, it will be critical to identify new and innovative ways to keep employers informed on the service expectations of the Reservist they hire.

To achieve our goals, we will not simply be tied to our communities, we will be connected. If we are connected to a community we can draw from it and positively feed into it. If you are just tied to a community you may be restrained by it. We will be connected. We will never take for granted the role families and civilian employers play in enabling our members to serve.

We will improve existing community ties to develop good family-employer-reserve connections. This triad will remain central to our identity as an Unrivaled Wingman. It is an

enabler that will allow our people to train, participate, and volunteer—and it fosters support when mobilization is necessary.

We will value how civilian and military experience complement each other over the lifetime of military service. Civilian experience is more than civilian acquired skills. The Air Force benefits from the continual interplay between a Reservist's civilian life and his or her military life. One evolves as the other evolves. The synergy of this relationship is critical to the success of the future Air Force Reserve—making us greater employees and Airmen as we mature and grow.

**Our Future... We will change community ties to community connections.**

### Vision Vectors

- >> We will create community connections that enhance both military and civilian service.
- >> We will cultivate the support of families and employers through communication and assistance.
- >> We will develop new and innovative ways to keep employers informed on the service expectations of the Reservists they hire.
- >> We will ensure the synergistic relationship between a Reservist's civilian and military careers remains beneficial to both the military and the civilian employer.
- >> The family-employer-Reserve Triad will remain central to our identity as an Unrivaled Wingman.
- >> We will respect the diversity of individuals and their communities while instilling fundamental core values.

Eliminating disconnects between what is required and what is expected.

## CLEAR PARTICIPATION EXPECTATIONS

We will provide clear participation expectations to every Airman in the force. The sustained missions of the Air Force require significantly more manpower than is available by everyone simply performing their minimum duty.

Air Force policy already enables, encourages, and supports Reserve volunteerism whenever possible. Our Air Force Reserve will keep this close to heart, nurture it, and protect it. We are setting the bar high for voluntary participation in the future and expect our people to meet or exceed our expectations. To encourage volunteerism we will ensure seamless transfer between service components, Reserve sub-components, and participation statuses.

Even though the future Air Force will look to volunteerism first, our Reservists should expect the level of involuntary activations to continue at approximately the same frequency as the past 15 years. As a result, we should expect minimum annual participation requirements to include more than training.

We will also look to our Individual Ready Reserve (IRR) for increased participation. The IRR is an integral Ready Reserve mobilization asset we can use in either a voluntary or non-voluntary status. Volunteers can be matched against current requirements and be provided necessary training and equipment. The remaining non-participating IRR members are a resource to be involuntarily mobilized when there are insufficient assets in the Selected Reserve.

We recognize retirees as another resource. Retirees will be used as a last resort. While this group has never been involuntarily mobilized and can be mobilized only under "Full Mobilization" authority, they can be used on a voluntary basis to support daily Air force operations.

To further relieve the tension between mandating duty and volunteerism, the future Air Force Reserve will embrace participation practices that allow our members to maximize their effectiveness during the time they are in uniform. By doing so we will focus on what makes Airmen passionate about their service.

The use of telecommuting, alternative training assemblies, and aligning annual tours with Regular component mission needs are just some of the examples of practices we will expand significantly. We are seeking to maximize the ways our members can effectively participate and minimize the need for involuntary service.



**Our Future... Each Airman will clearly understand his or her participation expectations.**

### Vision Vectors

- >> We will set the bar high for voluntary participation.
- >> We will ensure that service expectations reflect reality.
- >> We will ensure seamless transfer between service components, Reserve sub-components, and participation statuses.
- >> We expect minimum annual participation requirements to include more than training.
- >> For the majority of the force, participation will be more than one weekend a month and two weeks of annual training.
- >> We will focus on what makes our people passionate about their jobs and dedicated to serve.
- >> We will ensure Reservists are provided meaningful work.
- >> We will maximize the ways our members can effectively participate and minimize the need for involuntary service.
- >> We will also look to our Individual Ready Reserve for increased participation. We will use retirees as a last resort and on a voluntary basis.

***Our future lies in our Airmen executing our vision.***

***One Air Force—Our Airmen will fight as a unified force.***

- >> We will start by adopting the attitude that we are all part of one Air Force.
- >> If you say "Air Force," you are talking all components—Regular, Reserve, and Guard.
- >> We must be operationally integrated—seamless within one Air Force.

***Same Fight—Our Airmen will engage in the same fights.***

- >> We share the same fight as the rest of the Air Force.
- >> This means seeking optimal ways to employ our force and advocate processes and improvements that make everyone more effective.
- >> We fight in the same domains: Air, Space, and Cyberspace.
- >> We will remain operationally engaged in all the domains in war and in peace.

***An Unrivaled Wingman—we will provide the world's best mutual support.***

- >> The Air Force cannot meet this demanding and ever-changing requirement without the support of its rollable partner and dedicated wingman, the Air Force Reserve.
- >> Our mission in this rapidly changing environment is to provide the world's best mutual support to the Air Force and our joint partners.
- >> We must maintain the highest levels of combat readiness and be prepared not only to come alongside but also to take the lead as necessary.
- >> We must embrace and employ all of the principles that make a wingman outstanding.

***OUR VISION IS OUR FUTURE***

## **REALIZING THE VISION**

This is not a document for the shelf or coffee table. I am taking action with this document. I expect every Airman to take ownership of this vision and to play a role in helping us achieve it.

### **Effects-based Communication: Driving the change that will create our future**

This vision document is the first of a number of effects-based communication efforts that will form a comprehensive plan to communicate our vision. We will develop tailored messages for specific audiences to ensure our objectives and goals are clear and unambiguous. We will open and sustain productive communication channels with our partners and stakeholders thereby creating the powerful alliances that will allow us to meet those objectives and goals.

Each of you is an important piece of our communication strategy. Your direct support and involvement will allow us to create a razor sharp focus that produces results. With your help we will break free from old ways of thinking and dated perspectives of the Air Force Reserve. By living the vision in your everyday actions, you will allow us to change behaviors and create the influence that will in turn deliver our future.

### **Executing—Measuring Success**

As part of our comprehensive communication plan we will use this document to drive the strategic planning process. This will require aligning our vision, strategy, operations, tactics, organizations, and mindset to become an Unrivaled Wingman. In the days ahead, we will define end states and develop strategic plans and roadmaps to make the vision a reality. We will derive metrics so we can measure the progress towards our vision. Our decision makers will be accountable and required to regularly report their progress. They will need to identify and provide solutions to any roadblocks or future changes that are inhibiting us from fully realizing our vision. Our objective is clear and our execution will not fail.

***Our Vision... To provide the world's best mutual support to the Air Force and our joint partners—flying and fighting as an Unrivaled Wingman.***