

A Citizen AIRMAN

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Official Magazine of the Air Force Reserve

Striking a Balance

**Air Force is Looking for the
Right Blend of Active Duty,
Reserve and Guard**

See stories beginning on Page 12



By Lt. Gen. James F. Jackson
Commander,
Air Force Reserve Command

Developing people for a strong team

At the heart of every great team are great people. One way to develop great Airmen is through force development, which is why one of the Air Force Reserve guiding principles is ensuring we are a “professional, sustainable military force.” The more our people are challenged through the right opportunities, the more they grow and become stronger-performing members of the team.

Jack Welch, former chief executive officer of General Electric, understood this idea clearly. “Before you are a leader, success is all about growing yourself,” he said. “When you become a leader, success is all about growing others.”

My intent for force development is to ensure our Citizen Airmen get the same experiences, education and broadening opportunities as the active duty, while maintaining our “Reserve” culture. To better understand our current efforts, please read the force development article that begins on Page 18 and take a look at the accompanying “four pillar” diagram.

Many of you have seen the four pillars of force development. One question that may not be readily apparent is: “Why do we need these particular pillars?” The answer has to do with “breadth and depth.” Depth is mainly achieved early in a career, when the Air Force asks you to focus on your primary job. ... and to be the best at it. As you develop expertise, and gain rank and experience, the focus changes to breadth. The four pillars — Command/Special Duties, Joint, Above Wing/MAJCOM and National Capital Region — are intended to produce the most well-rounded senior leaders.

The first pillar is Command/Special Duties. Leadership is fundamental to everything we do. Serving as a commander is important to gaining “hands-on” leadership, especially at the squadron level, which is the building block of the Air Force. Chief Kirksey addresses Special Duties in his commentary as it relates to enlisted force development. Another pillar is Joint. Senior leaders should know how the sister services contribute to the joint fight. The third pillar is Above Wing/MAJCOM. Our senior leaders need to understand how staffs support Airmen and operations in the field. Lastly, the fourth pillar is National Capital Region. Effective leaders understand the Pentagon, Capitol Hill and life “inside the beltway.”

In my opinion, this is why I disagree with the recommendation from the National Commission on the Structure of the Air Force report to “disestablish Air Force Reserve Command” and “inactivate the Reserve numbered air forces, wings and squadrons.” If enacted, the recommendation would eliminate leadership pathways to develop our Citizen Airmen, especially for our air reserve technicians and traditional Reservists.

Whether officer or enlisted, there are tangible paths you can start on now that lead toward becoming a senior leader. Complete your development plan annually, get feedback from your supervisor, and consider when some of these options may be the right fit for you and your family.

Like Jack Welch, Chief Kirksey and I are focused on growing our team. We are passionate about the future of the Air Force Reserve. You are that future. Your continued participation and commitment helps make the Air Force Reserve such a great team.

Thanks for all you do!



By Chief Master Sgt. Cameron B. Kirksey
Command Chief Master Sergeant,
Air Force Reserve Command

Opportunities better prepare you for the future

Last commentary, I introduced my three focus areas — team unity, team opportunities and team wellness — and highlighted how team unity is focused around the mission you do every day. Now I'd like to talk about team opportunities and what that means to each of you. Simply stated, team opportunities is about increasing options, especially those centered around force development, for our Air Force Reserve team members.

Many impressive Airmen have stories about how they received an unexpected call to do some great task. Through proactive preparation and development, they paved the way for an opportunity to present itself. Opportunities may not always appear in a neat little package. But, by looking for and taking advantage of different opportunities, you'll be more prepared to take on future challenges.

The goal of force development is to unlock, build and refine the potential that exists in our Airmen and turn it into tangible skills, qualifications and experiences to prepare you for future opportunities. Force development is not just for E-8s or E-9s but every one of our enlisted members. The first and most important thing you can do is develop depth by building a strong foundation of expertise within your Air Force specialty code.

One area of new emphasis for the enlisted force is special duties. Special duties range from being a military training instructor, career adviser or first sergeant to a group superintendent or command chief. These positions take you out of your primary job and add breadth to your career. Special duties become important stepping stones as you are considered for promotion in the future.

For my part, I'm diligently working to increase opportunities by exploring different developmental options with the active duty, the sister services and our international partners. I'm continuing to advocate for training slots and ensure funding is available for our enlisted force. Also, I'm working with the staffs and our development teams to increase key and strategic opportunities for our high performers.

I ask all enlisted Airmen to embrace enlisted force development and actively seek out opportunities to continue your development. Also, take time to fill out your Reserve Enlisted Development Plan and make your goals known. The more information you provide, the better vectors your development team can give you.

We are the best Air Force Reserve in the world because of you, our Citizen Airmen. By strengthening our individual members, we exponentially strengthen our team.

I'm here for you!



A Citizen **AIRMAN**

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Latest Portraits in Courage volume honors Charleston Reservist

On the cover: The Air Force strives to achieve just the right balance of active-duty Airmen, Air Force Reservists and Air National Guardsmen. In this issue of *Citizen Airman*, we take a closer look at a recent congressional report that calls for more reliance upon the Guard and the Reserve in the future. We also highlight a new office at the Pentagon that is looking for the best ways to integrate the three components. See the stories beginning on Page 12. (Photo illustration by Adam Butterick)

Senior Airman Quentin Roberts, a crew chief with the 931st Aircraft Maintenance Squadron, inspects the main landing gear of a KC-135R Stratotanker during a post-flight inspection at McConnell Air Force Base, Kan. (Master Sgt. Brannen Parrish)

Gen. Mark A. Welsh III *Chief of Staff, United States Air Force*

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In Focus

Photos from around the Air Force Reserve



Members of the 482nd Fighter Wing at Homestead Air Reserve Base, Fla., go through a farewell line as they board an aircraft for a recent deployment. More than 300 Airmen deployed to Southwest Asia and Europe in support of contingency operations. (Tech. Sgt. Lionel Castellano)



Capt. Trudy Frantz, 446th Aeromedical Evacuation Squadron flight nurse, assembles a litter with a Soldier onboard a C-17 Globemaster III during a mass-casualty exercise at McCord Field, Wash. Reservists with the 446th AES trained alongside Army medical personnel during the exercise. (Ingrid Barrentine)

Two F-22 Raptors prepare to take off during a unit training assembly weekend. The pilots, who are assigned to the 302nd Fighter Squadron at Joint Base Elmendorf-Richardson, Alaska, integrate with their active-duty counterparts in the 3rd Wing during the week but take advantage of Reserve weekends once a month to train together as a unit. (Tech. Sgt. Dana Rosso)



Lt. Col. Jason Terry, 52nd Airlift Squadron commander, greets Lt. Col. Joey Dible upon her return to Peterson Air Force Base, Colo., from a deployment. Dible served as the 52nd Expeditionary Airlift Squadron commander leading approximately 30 Airmen and the squadron's C-130 airlift missions in support of Combined Joint Task Force-Horn of Africa, based at Camp Lemonnier in Djibouti. Dible, a C-130 master navigator and the director of staff, is assigned to the Peterson-based 52nd AS. (Master Sgt. Daniel Butterfield)



Staff Sgt. Erik Cartwright uses a leaf blower to remove snow from the steps between the 507th Air Refueling Wing headquarters building and the 507th Logistics Readiness Squadron at Tinker Air Force Base, Okla. A February storm dumped nearly three inches of snow on the base. Members of the wing braved wind-chill temperatures that sank to minus 15 degrees in an effort to clear off areas and make them safe for walking. (Senior Airman Mark Hybers)

ROUND THE RESERVE

VA Launches Tool to Calculate Post-9/11 GI Bill Benefits

The Veterans Affairs Department launched a new online tool in February that makes it easier for veterans, service members and family members to calculate their Post-9/11 GI Bill benefits and learn more about VA's approved colleges, universities, and other education and training programs across the country.

"We are pleased that Post-9/11 veterans are taking advantage of this significant benefit program," said Allison A. Hickey, undersecretary of veterans affairs for benefits. "The new GI Bill Comparison Tool will help future beneficiaries as they make decisions about what education or training program best fits their needs."

The GI Bill Comparison Tool provides key information about college affordability and brings

together information from more than 17 different online sources and three federal agencies, including the number of students receiving VA education benefits at each school.

The tool is one item in a series of resources VA is launching in response to President Barack Obama's Executive Order 13607, which directs agencies to implement and promote "Principles of Excellence" for education institutions that interact with veterans, service members and their families, and to ensure beneficiaries have the information they need to make educated choices about VA education benefits and approved programs, VA officials said.

Recently, VA also instituted a GI Bill online complaint system, designed to collect feedback from veterans, service members and their families who are experiencing problems with educational institutions receiving funding from federal military and veterans educational benefits programs, including

benefits programs provided by the Post-9/11 GI Bill and the Defense Department's military tuition assistance program.

The executive order, signed April 27, 2012, directs federal agencies to provide meaningful cost and quality information on schools, prevent deceptive recruiting practices, and provide high-quality academic and student support services. VA works closely with partner institutions to ensure the GI Bill beneficiaries' needs are met, officials said, noting that more than 5,000 education institutions have agreed to the Principles of Excellence.

The Post-9/11 GI Bill is a comprehensive education benefit created by Congress in 2008. In general, veterans and service members who have served on active duty for 90 or more days since Sept. 10, 2001, are eligible. Since 2009, VA has distributed more than \$30 billion in the form of tuition and other education-related payments to more than 1

million veterans, service members and their families, as well as to the universities, colleges and trade schools they attend. (From a Department of Veterans Affairs news release)

927th ARW Uses Satellite System to Save Money for Training

A Reservist's efforts to take advantage of satellite technology to help meet training needs has the potential to save her wing a significant amount of money.

For the past two years, Master Sgt. Debra Allen, chief of force development for the 927th Air Refueling Wing at MacDill Air Force Base, Fla., has been working with Headquarters Air Force Reserve Command to establish a satellite capability known as Air Technology Network at the base. ATN streams live and archived lectures to Airmen in a virtual classroom.

Within the Air Force, there are eight ATN broadcast centers and 354 classrooms. Training ranges from medical courses providing credit for continuing education requirements to civil engineering and management classes.

"ATN brings training to us," Allen said. "For example, we send new air reserve technicians to Robins Air Force Base, Ga. (where HQ AFRC is located) for required Reserve orientation training. In the past, this required a travel day (to Robins), two full days of class and a travel day back to MacDill. With ATN, we can provide the training at MacDill, cutting out the travel days, per diem and billeting associated with traveling to Robins, which results in savings for the wing."

The virtual classroom comprises a high-quality video and audio teleconferencing system. Taking advantage of the facility is easy. Airmen just have to visit the ATN website at <http://atn.afit.edu> where they can access a catalog of classes offered, a calendar of upcoming lectures and a library of archived briefings they can register for using the 927th ARW's site code. (Maj. Christine Stanback, 927th ARW public affairs)

ARPC Stands Up New Organization for Individual Reservists

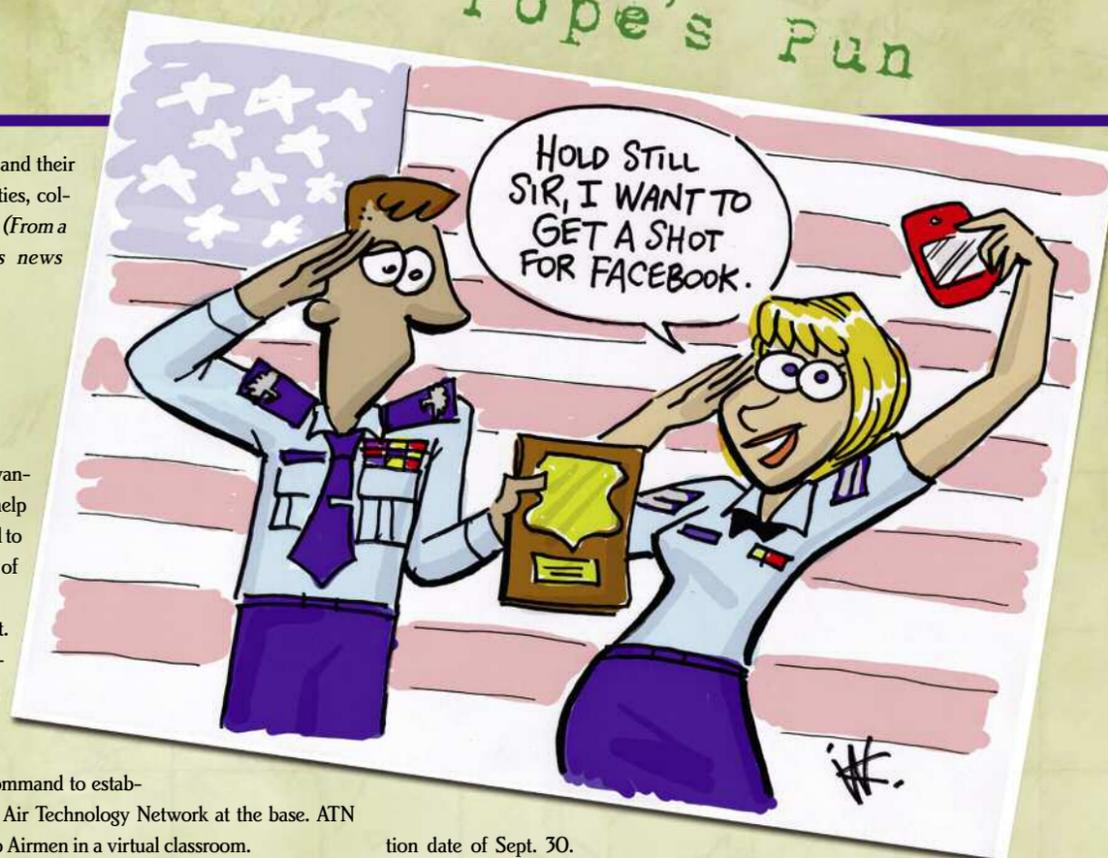
A new organization at the Air Reserve Personnel Center is being developed to ensure the integration of Air Force Reserve individual Reservists into active-duty units to meet Air Force and combatant commander requirements.

ARPC officials at Buckley Air Force Base, Colo., announced the stand-up of the Headquarters Individual Reservist Readiness and Integration Organization in February. Once it's fully operational, RIO, as the organization is being called, will assume a major portion of the work load currently performed by the Readiness Management Group at Robins AFB, Ga.

This transition is part of a larger Air Force Reserve Human Capital Transformation initiative, which is transferring personnel work load for individual Reservist programs from the RMG, which is part of Headquarters Air Force Reserve Command, to ARPC.

The work load transfer will be executed in phases, with a projected comple-

Pope's Pun



Jet mechanics sport combined 78 years of military service

By Senior Master Sgt. Gary J. Rihn

In addition to uniforms, supplies and pallets of equipment, two Airmen from the 301st Maintenance Squadron at Naval Air Station Joint Reserve Base Fort Worth, Texas, deployed with a staggering almost eight decades of combined military experience.

Senior Master Sgt. Paul Jordan and Master Sgt. Doyle Easterling, both full-time air reserve technicians assigned to the engine shop, are deployed with the 455th Expeditionary Aircraft Maintenance Squadron at Bagram Airfield, Afghanistan. They have been turning wrenches on jet engines longer than most people in the Air Force have been alive. Their combined 78 years of military experience is about triple the average age of an individual deployed service member.

Jordan, a native of Butler, Pa., enlisted in 1972. His co-worker and good friend, Easterling, is a native of Fort Worth who enlisted in 1978. They initially deployed to Kandahar Airfield but then relocated to Bagram along with their squadron's F-16 Fighting Falcons.

The pair have worked together for 11 years and consider themselves a great team.

"We have made good calls, done great maintenance, kept aircraft in the air and gotten along great," Jordan said.

Jordan's military career began with the Army during the Vietnam era, but he later transferred to the Air Force, where he worked on B-52s. In 1989 he transitioned to the Air Force Reserve as a member of the 911th Airlift Wing at Pittsburgh International Airport Air Reserve Station, Pa. Jordan ended up in Fort Worth 14 years later. He is currently on his fifth deployment and readily recognizes the benefits of deploying as a team.

"You remember the friendships you make on deployments. [They] can be both challenging and rewarding, but you always remember your friends," he said.

Easterling's career also began with the Army before he transitioned to the Air Force Reserve in 1983. He has worked on numerous airframes during his



Senior Master Sgt. Paul Jordan (left) and Master Sgt. Doyle Easterling have been turning wrenches longer than most Airmen have been alive.

career, including the F-100, F-110, F-4 and F-16. Throughout his career, Easterling said he has always lived by the same credo.

"What gets done — or doesn't — reflects on you," he said. "We often think of the pilot, not the aircraft. If we don't do our job, somebody's not coming home. And here, if we miss a sortie, guys on the ground can die. I take it that personally."

Easterling and Jordan both said they are planning on retiring shortly after they return home from their current deployment. ★

(Rihn is assigned to the 455th Air Expeditionary Wing public affairs office at Bagram Airfield. Tech. Sgt. Shawn McCowan of the 301st Fighter Wing public affairs office at NAS JRB Fort Worth contributed to this article.)

tion date of Sept. 30.

Individual Reservists will be kept abreast of the progress through news releases, emails and the Air Force "Notice to Airmen" program. At the end of the transfer, the RMG will be deactivated.

The IR is a unique Reserve participation category, assigned directly to active-duty units and various higher defense department staffs. As a critical force multiplier, more than 8,000 IRs provide operational capability in support of major and combatant commands, as well as defense agencies, around the globe. (ARPC public affairs)

New Instruction Implements Religious Accommodation Policy

The Defense Department has a new instruction that details its updated policy on making religious accommodations requested by service members.

A DOD instruction implements a policy or prescribes the manner or plan of action used to carry out a policy, operate a program or activity, and assign responsibilities.

"The new policy states that military departments will accommodate religious requests of service members, unless a request would have an adverse effect on military readiness, mission accomplishment, unit cohesion, and good order and discipline," said Pentagon spokesman Navy Lt. Cmdr. Nathan J. Christensen.

When a service member requests such an accommodation, Christensen said, department officials balance the need of the service member against the need to accomplish the military mission. Such a request is denied only if an official determines that mission accomplishment needs outweigh the need of the service member.

Requests to accommodate religious practices will be assessed on a case-by-case basis, he said.

"Each request must be considered based on its unique facts, the nature of the requested religious accommodation, the effect of approval or denial on the service member's exercise of religion and the effect of approval or denial on

mission accomplishment, including unit cohesion,” Christensen said.

Immediate commanders may resolve religious accommodation requests that don't require a waiver of military department or service policies that address wearing of military uniforms and religious apparel, grooming, appearance or body-art standards.

Accommodation requests that require a waiver will be forwarded to the respective military department for determination.

Christensen said that factors used to determine if religious apparel interferes with military duties include whether the item:

- Impairs the safe and effective operation of weapons, military equipment or machinery;
- Poses a health or safety hazard to the service member wearing the religious apparel;
- Interferes with the wear or function of special or protective clothing or equipment such as helmets, flak jackets, flight suits, camouflaged uniforms, protective masks, wet suits, and crash and rescue equipment; or

• Otherwise impairs the accomplishment of the military mission.

The spokesman said department officials believe the new instruction will enhance commanders' and supervisors' ability to promote the climate needed to maintain good order and discipline, and will reduce the instances and perception of discrimination toward those whose religious expressions are less familiar to the command.

“The Department of Defense places a high value on the rights of members of the military services to observe the tenets of their respective religions and the rights of others to their own religious beliefs,” Christensen said, including the right to hold no beliefs. *(Cheryl Pellerin, American Forces Press Service)*

Grissom Facility Provides CE Supplies, Equipment

Tucked away in a small corner of Grissom Air Reserve Base, Ind., is a unit that has a significant impact on Air Force readiness.

The Contingency Equipment Management

Facility is an Air Force Reserve Command-run organization that acts as a central storage location for civil engineering supplies and equipment for regular Air Force and AFRC units worldwide.

“We support CE squadrons, both active-duty and Reserve,” said Karen Lank, CEMF supervisor. “We act as a resource that units can draw upon if they don't have those assets at their home locations.”

Operating with a staff of eight civil service employees, and anchored by five contractors, CEMF manages a cost-effective reutilization equipment support plan servicing all AFRC civil engineer unit-related actions.

Additionally, CEMF manages equipment procurement and distribution for all Air Force emergency management flights, fire and emergency hazardous material services, Prime Base Engineer Emergency Force functions, Rapid Engineer Deployable Heavy Operator Repair Squadron Engineers, and Reserve explosive ordnance disposal flights.

Working out of two locations, Bldgs. 592 and

Monthly Razor Talon exercises provide cost-effective training

By Staff Sgt. Alan Abernethy

In a time of military cutbacks and force reductions, Airmen of all ranks are being asked to find ways to save money.

Reservists of the 916th Air Refueling Wing at Seymour Johnson Air Force Base, N.C., are doing just that as the base hosts Exercise Razor Talon, a monthly large-scale exercise flown over the mid-Atlantic coastline.

The exercise provides a means for flying units to get their required training in a limited fiscal environment, and it exemplifies Total Force integration, utilizing Air Force Reserve, Air National Guard and active-duty components.

“As the exercise gets bigger and bigger, we need more assets to make it work,” said Col. Gregory S. Gilmour, 916th ARW. “The active-duty and Reserve units here must work together to support the exercise.”

In addition to utilizing different Air Force components, the exercise also includes units from different service branches.

“It involves all the fighter units on the East Coast, including Air Force, Navy and Marines as well as tankers and command and control aircraft,” said Maj. Christopher Mohr, 916th Operations Support Squadron chief of operations plans and tactics.

Razor Talon allows East Coast units to get the large-scale training they need without traveling to Nellis AFB, Nev., to participate in Red Flag, said Capt. Matthew Williams, 77th Air Refueling Squadron pilot.

All Razor Talon players leave from their home station, converge in mid-air over the East Coast and return home in the same day, Mohr said. It is this aspect of the exercise that reduces costs and provides an opportunity for units to train closer to home.

“It's very expensive to bring people out to Las Vegas for two weeks,” Williams said. “The benefit of Razor Talon is we get to replicate those big exercises without anyone having to pack a bag and travel across the country to train elsewhere.”

“While the exercise is fighter driven, it also helps tankers,” he said. “We have to be prepared to interface with the entire airspace war picture.”



Monthly Razor Talon exercises over the mid-Atlantic coastline involve flying units from the Air Force Reserve, Air National Guard and active-duty Air Force, as well as the other military services, including the Marines, shown here flying F/A-18D Hornets.

“Future goals include expanding the Razor Talon airspace,” Mohr said. “Plans for the number of aircraft involved and different scenarios only get bigger with time.” ★

(Abernethy is assigned to the 916th ARW public affairs office at Seymour Johnson AFB.)

190, the team manages and maintains more than \$100 million in CE assets. In 2012 alone, the team picked and shipped more than 26,000 items comprising 900 orders totaling \$6.7 million to Air Force agencies.

Taking note of the high level of service provided by the CEMF, AFRC recently reviewed its equipment for the Prime BEEF functions and began to consolidate it at the facility as well.

“This change allows us to better support units by increasing their time for skills and contingency training,” Lank said. “With smaller numbers we improve the equipment maintenance schedule and allow units to focus on their training.”

Due to its continued expansion, the CEMF has to both find more space and become more efficient with the space it has.

The unit recently reconfigured its main work space in Bldg. 592 and is taking steps to find additional space as its mission grows.

To make better use of available space, Brad Frank, warehouse leader, reconfigured the layout resulting in 3,500 square feet of additional storage capability.

“Brad presented me with an outstanding proposal that would increase workflow efficiency and the opportunity for more AFRC taskings,” Lank said.

“The shelving units were spaced too far apart,” she said. “We were able to move them closer and meet safety standards; it opened up a lot of room for us.”

And, it's not just storage space that's a challenge for the CEMF team. It must track and maintain all of the equipment, allowing end-user units to have visibility over all of the available assets.

In order to do that, Lank and Glen Johnson, contractor supervisor, adopted a barcode system to simplify filling orders and improve accountability. The system streamlined the process of accounting for more than 6,000 line items and \$5.5 million in equipment assets.

Being able to deliver equipment to where it is most needed not only ensures fast response but also allows for cost savings.

“We ship commercially and use our own drivers to deliver items via tractor-trailer — whatever is most economical to the government,” Lank said. *(Tech. Sgt. Douglas Hays, 434th ARW public affairs)*

Fighter Squadron Moving From Holloman to Tyndall

An Air Force Reserve fighter squadron that traces its heritage back to the Tuskegee Airmen is moving from Holloman Air Force Base, N.M., to Tyndall AFB, Fla.

The 301st Fighter Squadron flies 24 F-22 Raptor aircraft, which are also moving to Tyndall AFB. At Holloman, the squadron was part of the Air Force Reserve's 44th Fighter Group, a geographically separated unit of the 301st Fighter Wing at Naval Air Station Joint Reserve Base Fort Worth, Texas. The 44th FG is an associate unit of the active-duty 49th Wing. Once it's relocated to Tyndall, the 301st FS will integrate with the active-duty 95th FS, part of the 325th Fighter Wing.

All 24 F-22 aircraft are expected to be transferred to Tyndall by the end of this month. The combined unit is scheduled to be combat-ready a few months later.

Col. John Breazeale, 301st FW commander, expressed confidence in his Airmen as they integrate into a new team.

“The 301st Fighter Wing has a track record of successful TFI (Total Force Integration) associations,” Breazeale said. “We look forward to the transition to Tyndall and partnering with the 325th Fighter Wing to deliver the world's greatest air superiority Airmen to combat commanders.”

“The integration is off to a great start, and we have great support from 325th leadership,” the colonel said. “Everyone is focused on meeting the training and combat mission of the 325th together.”

Lt. Col. Andrew Lyons, 301st FS commander, said members of the unit are excited about working side by side with new teammates.

“We look forward to an opportunity to be fully integrated with the 325th Fighter Wing and focus on teamwork and partnership with our active-duty brothers and sisters,” Lyons said. “We continue to integrate with the aim of becoming fully operational in the near future.” *(Tech. Sgt. Shawn McCowan, 301st FW public affairs, NAS JRB Fort Worth)* ★

It's Your Money

Do Your Homework Before Choosing a Financial Adviser

By Ralph Lunt

There is a pretty fun commercial I saw about a disc jockey who got a makeover, put on a suit and was filmed offering financial advice.

You can view it here: <http://www.ispot.tv/ad/7Ta1/certified-financial-planner-dj>.

I found it very accurate in that we all want advisers in our lives who sound and look professional. As per the ad, someone with no experience can pretend to be a financial adviser given proper dress, a nice office and a few well-rehearsed words. Regrettably, there is certainly a fair amount of confusion/misunderstanding as to who is actually qualified to offer you, for compensation, financial advice and who actually needs it.

In this day and age of reduced pensions, self-directed investments and budget challenges, I'd say everyone needs to plan for their financial future. The question is whether you need or want help doing it.

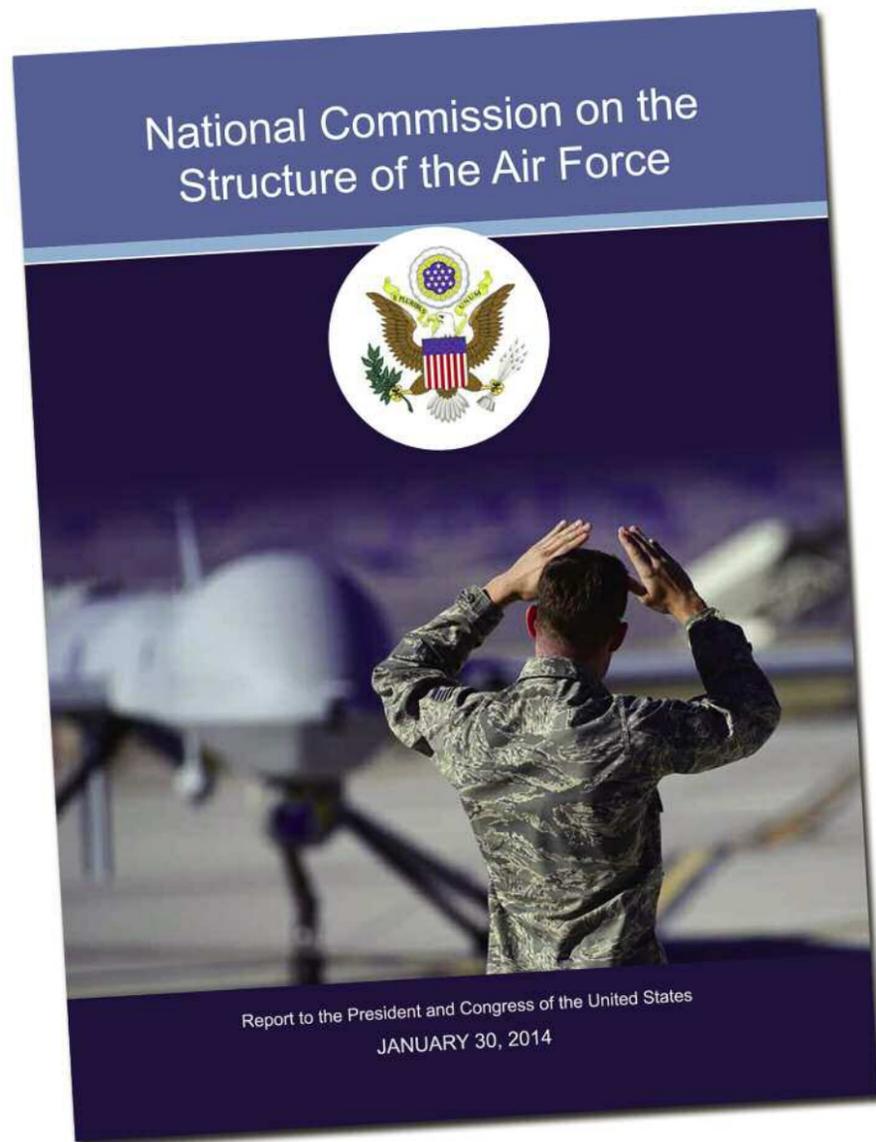
In my professional opinion, whether or not you need an adviser boils down to you and your significant other's interest in financial affairs. Not interested or confused? Get an adviser and consider him or her your financial educator as opposed to a predictor of equity/bond markets.

If you decide you'd like to work with a financial adviser, you can easily determine his or her qualifications. Start with a website, www.finra.org, where you can check the licenses your prospective adviser holds as well as educate yourself about investing. As for the certifications held by financial advisers, I would suggest you reference www.investopedia.com to get a feel for what the requirements are to obtain and maintain a designation.

Finally, I am comforted by the fact that I have taken the time to introduce my family to advisers whom I trust and who are qualified to take care of financial affairs. I'd like you to feel the same. Fly safe. ★

(Editor's note: This feature is designed to provide financial advice and information of a general nature. Individuals should conduct their own research and consult a financial adviser before making any financial decisions. Based in Cleveland, Ohio, Lunt is a certified financial planner and vice president of a financial planning and consulting firm. He is also a colonel in the Air Force Reserve, serving as the reserve forces director of the Great Lakes Region of the Civil Air Patrol adviser's program.)





The Commission Recommends ...

Congressional report pushes for more Reservists, less AFRC structure

The Air Force should increase its reliance on the reserve components, make extensive changes to the Air Force Reserve organizational structure, and remove legal, administrative and cultural boundaries between components to allow Airmen to serve longer. These are among 42 recommendations the National Commission on the Structure of the Air Force included in its final report to the president and Congress Jan. 30.

The commission was established by the 2013 National Defense Authorization Act. Its statutory charter was to determine whether, and how, the Air Force's structure should be modified to best fulfill current and anticipated mission requirements in a manner consistent with available resources.

"Many of the commission's recommendations are valid,"

said Lt. Gen. James F. Jackson, chief of Air Force Reserve and Air Force Reserve Command commander. "Most importantly, I agree with the commission's conclusion that the Total Force cannot succeed without three strong components."

Despite recommending the shift of more force structure to the reserve components, the commission's report surprisingly recommends "disestablishing" AFRC and its three numbered air forces, absorbing those functions into the existing Air Force structure.

Jackson said AFRC and the three numbered air forces provide him with the ability to effectively manage Air Force Reserve resources.

"The existing structure provides a high degree of readiness and operational capability that paid great dividends during the

heavy operational utilization of the Air Force Reserve during the post-9/11 era," he said.

"Elimination of AFRC would not result in substantial savings as the roles of the headquarters would need to be picked up and spread across nine different major commands," Jackson said. "This would lead to a less efficient Total Force organizational structure and increased costs."

The commission's report calls for the creation of integrated wings with active-duty Airmen and Reservists serving together at the squadron, group and wing levels.

"In practice, the Air Force Reserve is integrated with the active component today," Jackson said. "We have Reserve units associated with active units in virtually every mission set. But each component maintains a separate administrative chain of command to comply with law and service policy, and to ensure readiness and the effective force management of component personnel."

The commission also recommends the wholesale integration of Air Force Reservists into the active component staffs and active component units, and that the Air Force develop leaders with a broad Total Force appreciation.

"This recommendation fits well with the Air Force Reserve's force development program," said Jackson, noting that Air Force Reservists are serving in key positions on the Air Staff, unified combatant command staffs and Air Force major command staffs. "But if the Air Force Reserve integrated at the squadron, group and wing levels as the commission recommends, we would eliminate the opportunity for drilling Reservists to gain the leadership experience needed to integrate into the various staffs above wing level."

Jackson also noted, "When active Airmen work alongside Reservists in the cockpit, on the flight line, in the maintenance shops and on the operations floors in our various associated units, they develop that greater appreciation for the Total Force."

The general said Air Force senior leaders have been receptive to his concerns.

"I couldn't be more pleased with the support the Air Force Reserve receives from Air Force leadership," he said.

In constructing its report, the commission conducted 19 days of hearings across the United States involving 154 witnesses. Jackson testified before the commission on four separate occasions. Commission members received written comments from 256 individuals and reviewed thousands of

documents. Finally, they visited 13 installations throughout the country, meeting with Airmen of all ranks from all three Air Force components.

During her testimony before the commission, Secretary of the Air Force Deborah Lee James said that while no individual component will be protected from budget reductions, the Guard and Reserve will be relied upon more, not less, in the future.

"Effective utilization of our reserve components is critical if we want to get the best defense of our nation, particularly if resources are scarce," James said.

The Air Force is the "superstar" among the military services in making full use of its reserve components, and those components will remain critical, she said.

A recent Government Accountability Office study reviewing the size and efficiency of Guard and Reserve headquarters reported the Department of Defense has processes in place that "if consistently implemented could help ensure that these headquarters are sized and structured properly." DOD concurred with the GAO's recommendations to report data to Congress and establish schedules for reassessing headquarters.

"Providing adequate operational support funding to increase volunteer opportunities for Reservists, increasing associations between Reserve and active Air Force units, and reducing the number of Reserve duty statuses without reducing the overall compensation of Reservists are all positive recommendations that require further analysis to ensure they can be implemented correctly," Jackson said.

More information on the commission, including a copy of its final report to Congress and the president, is available on the web at <http://afcommission.whs.mil/>. ★

(Staff reports)



Lt. Gen. James F. Jackson, chief of Air Force Reserve and Air Force Reserve Command commander, testifies during one of his four appearances before the National Commission on the Structure of the Air Force. Jackson said many of the commission's recommendations are valid but does not support the recommendation to disestablish AFRC headquarters and the command's three numbered air forces.

NCSAF Recommendations

Following are the 42 recommendations contained in the National Commission on the Structure of the Air Force report to Congress and the president:

1. Cost Approach: The Defense Department should formally adopt the “fully burdened cost” approach to calculating military personnel costs, and it should apply analytic methods that focus on appropriate outputs along with life-cycle costs. The department should then modify DOD Instruction 7041.04 to establish a common list of the various elements of pay, benefits and other costs that contribute to the “fully burdened” or “life cycle” cost that all services would then use in calculating the cost of personnel.

2. Budgeting Flexibility: In the fiscal year 2015 National Defense Authorization Act and Defense Appropriations Act, Congress should allow DOD increased flexibility in applying budget cuts across budget categories, including installations.

3. Resourcing the Reserve Components: To ensure the Air Force leverages full capacity of all components of the force, in its FY 2016 Program Objective Memorandum, the Air Force should plan, program and budget for increased reliance on the reserve components. The commission recommends: (1) the Air Force should include in all future budget submissions a specific funding line for “operational support by the air reserve component” to clearly identify those funds programmed for routine periodic employment of the ARC either as volunteers or under the authority of 10 U.S.C. § 12304b; (2) in its future budget submissions, the Air Force should program for approximately 15,000 man-years of operational support annually by the air reserve component; (3) in succeeding years, the Air Force should monitor the execution of this program element to ensure it is utilizing the ARC to its fullest extent.

4. Infrastructure: The Air Force should consider, and Congress should allow, the closing or warm basing of some installations.

5. Air Force Reserve Command: Congress should amend 10 U.S.C. § 10174 to retain the statutory rank, roles, responsibilities and functions of the director, Air National Guard, and chief of Air Force Reserve but disestablish the Air Force Reserve Command. The Air Force should inactivate the Reserve numbered air forces, wings and squadrons. The roles, responsibilities and functions of disestablished organizations should be assumed by the secretary of the Air Force, Headquarters Air Force and major commands, all of which will have increased representation by ARC Airmen, as determined by the secretary of the Air Force.

6. Staff Integration: The Air Force should integrate the existing staffs of the Headquarters Air Force, the Air Force Reserve and Air National Guard, similar to the principles recommended by the Total Force Task Force.

7. AFR Unit Integration: The Air Force chief of staff should direct the integration of Air Force Reserve associations of flights, squadrons, groups and wings into corresponding active component organizations in order to eliminate the current redundant organizational overhead found in classic associations.

8. Full-Time and Part-Time Mix: The combination of full-time and part-time positions should be determined for each unit depending on weapon system requirements, deployment and rotation schedule based on optimum matching of the needs of the Air Force, family and employers. The unit should determine this composition in accordance with the mission assigned and in line with the full-time and part-time ratios represented by the current, independent, active Air Force and

Air Force Reserve units currently sharing missions.

9. ANG Unit Integration: The chief of staff should direct the integration of Air Force flights, squadrons, groups and wings into corresponding Air National Guard organizations in order to eliminate the current redundant organizational overhead found in active associations.

10. ANG Unit Size: The chief of staff, in coordination with the director of the Air National Guard, should change wing-level organizations to group organizations where the Airmen population and associated equipment are more realistically sized at the group level.

11. Concurrent Fielding of Equipment: As the Air Force acquires new equipment, force integration plans should adhere to the principle of proportional and concurrent fielding across the components. This means that, in advance of full integration, new equipment will arrive at ARC units simultaneously with its arrival at active component units in the proportional share of each component.

12. Policy Revisions: Integrating units will require manpower and personnel policy revisions. The Air Force should modify AFI 90-1001, Responsibilities for Total Force Integration, to establish selection and assignment criteria, the minimum proportion of leadership positions that must be filled by the associating components, and the methods to ensure compliance. Airmen in disestablished Air Force Reserve units should be reassigned to integrated Title 10 units composed of active Air Force, Reserve, full-time and part-time Airmen.

13. Designated Operational Capability Statements: The Air Force should discontinue the practice of separate designated operational capability documents for active and Reserve units of the same type and place the i-Units under single DOC statements.

14. Key Leadership Positions: The Air Force should ensure that integrated units are filled competitively by qualified Airmen irrespective of component, but key deputy positions (such as vice, deputy and subordinate echelon commander) should always be filled by an “opposite” component member.

15. Effective Control Measures: The Air Force must establish effective control measures to ensure that both active and ARC Airmen have adequate paths and opportunities for advancement and career development.

16 Awards, Decorations and Promotions: The integrated chain of command must take special care in managing personnel issues such as awards and decorations, promotions, and assignment opportunities, both for those who seek to compete for increasingly higher levels of responsibility and for those who opt to sustain longevity in exercising and developing a particular skill set.

17. Professional Military Education Positions: The Air University commander should develop a new baseline for student and instructor positions to achieve a proportionate representation of the components on faculty and in the annual student body by FY 2018.

18. Total Force Competency Standard: The Air Education and Training Command commander, in coordination with the assistant secretary of the Air Force for manpower and reserve affairs and AF/A1, should develop a Total Force competency standard for officers, non-commissioned officers and enlisted Airmen across all specialties and career fields before the end of FY 2016. The AETC commander should conduct a comprehensive curriculum review, similar

to the one completed for the nuclear enterprise in 2008–2009, to support professional and technical military education goals necessary for Airmen of all components to acquire cross-component skills, knowledge, comprehension and analytic capability. The review should be completed by FY 2017, and the chief of staff should ensure a Total Force competency standard is implemented by FY 2018, such that it is available and resourced for all Airmen.

19. Access to Non-Resident Education: The AETC commander should ensure that revised curriculum and competency standards are achievable by appropriately structured non-resident education programs equally accessible to personnel of all components. This must include special attention to the numerous ancillary training requirements that impose extraordinary burdens on traditional ARC Airmen who must complete much of their training via distance learning but lack time and access to required information technologies to complete those training requirements in a timely manner while on drill status.

20. Increase ARC Capacity: The Air Force should increase its utilization of the ARC by increasing the routine employment of ARC units and individuals to meet recurring rotational requirements. The measure of success in this increased use of the ARC should be the execution of at least 15,000 man-years annually.

21. Operational ARC Funding: The Air Force should include in all future budget submissions a specific funding line for “operational support by the ARC” to clearly identify and program those funds intended to permit routine, periodic employment of the ARC either as volunteers or under the authority of 10 U.S.C. § 12304b.

22. Council of Governors: The secretary of defense should revise the department’s agreement with the Council of Governors to enable Air Force leadership to consult directly with the Council of Governors when requested, including discussion of pre-decisional information.

23. Non-Disclosure Agreements: The Air Force secretary should discontinue use of non-disclosure agreements in the corporate process.

24. State Adjutants General: The Air Force secretary should continue to advance current informal practice and mechanisms for engaging with the adjutants general in development of the Air Force program.

25. Cyberspace Airmen: As it increases the number of Airmen in career fields associated with cyberspace, the Air Force should fill much of that demand with the reserve components, which are well situated to recruit and retain from the specialized talent available in the commercial cyber labor market.

26. Space Domain: The Air Force should build more ARC opportunities in the space domain, especially in predictable continuity of operations missions and round-the-clock shift work.

27. GIISR Billets: The Air Force should integrate all of its new global integrated intelligence, surveillance and reconnaissance units, and the preponderance of new billets should be for Reservists and Guardsmen.

28. Special Operations: The Air Force should increase ARC presence in special operations through greater integration.

29. ICBM Mission: As a pilot program, the Air Force should, by the end of FY 2016, expand ARC contributions to the intercontinental ballistic missile mission by replicating the 219th Security Forces Squadron model across all three ICBM wings. As lessons are learned, the Air Force should expand the security forces model to missile maintenance functions between FY 2017 and FY 2019. The Air Force should also shift the missile field helicopter mission to the reserve components.

30. Instructor Pilots: The Air Force should replace some of the 1,800

active instructor pilots with prior-service volunteers from the ARC who would not rotate back to operational squadrons.

31. Homeland Security and Disaster Assistance: The president should direct the Departments of Defense and Homeland Security to develop, in full coordination with the Council of Governors, national requirements for homeland security and disaster assistance, both foreign and domestic.

32. Homeland Defense and Defense Support of Civil Authorities: DOD and the Air Force should treat homeland defense and DSCA as real priorities and governors as essential stakeholders in planning processes.

33. Duty Statuses: Congress should reduce the number of separate duty statuses from more than 30 to no more than six, as has been recommended by the Quadrennial Review of Military Compensation and, more recently, by the Reserve Forces Policy Board.

34. Integrated Personnel Management: The Air Force should unify personnel management for all three components under a single integrated organization (A1) in the Headquarters Air Staff.

35. Integrated Pay and Personnel System: The Air Force should accelerate the development of an integrated pay and personnel system. The goal should be completion not later than 2016. The Air Force should ensure that this single system is capable of properly producing orders as well as accounting for and paying Airmen from all three components.

36. Personnel Operations Tempo Metric: The Air Force should use a single metric for measuring the personnel tempo and stress on its forces, both active and reserve. The Air Force should utilize this metric to determine sustainable levels of employment for the active component and for the reserve components when partial mobilization authority is not used.

37. Non-Deployment PERSTEMPO: The undersecretary of defense for personnel and readiness should update the definition of a non-deployment personnel operations tempo event for the reserve components to include those situations where placement on active-duty orders under either Title 10 or Title 32 causes the ARC member to be away from his or her civilian job or attendance at school.

38. PERSTEMPO and AF-IPPS: The Air Force should include personnel operations tempo accounting in the new integrated pay and personnel system.

39. Continuum of Service: The Total Force Continuum should develop and supervise implementation of a pilot project for the implementation of continuum of service to commence by Oct. 1, 2014.

40. Active-Duty Service Commitments: The Air Force should revise the rules for current active-duty service commitments to enable members to meet the commitment in some combination of active, Reserve and Guard service.

41. Multiple Career Track Options: The Air Force should develop a new service construct consisting of multiple career track options, each with different high-year tenure controls, where such additional tenure serves the needs of the Air Force. At a minimum, the following career tracks require study: tactical or technical excellence and enterprise leadership.

42. “Up or Out”: Congress should amend restrictive aspects of current statutes that mandate “up-or-out” career management policies to enable the Air Force to retain Airmen of all components actively working in career fields where substantial investment in training and career development has been made and where it serves the needs of the Air Force. ★



(Left to right) Brig. Gens. Thomas Gibson, representing the Air National Guard; Jon Mott, representing the active duty; and Bruce Miller, representing the Air Force Reserve, head up the Total Force Continuum Office at the Pentagon. TFC is a continuation of the efforts of the Total Force Task Force, which was charged with reviewing the Air Force's Total Force programs to balance requirements, capabilities, risk and cost on behalf of the nation's defense.

Total Force Continuum

New office looking at best ways to integrate Reserve, Guard and active duty

By Bo Joyner

Promoting integration among the active duty, Air Force Reserve and Air National Guard is a top priority for today's Air Force leadership, and it's the main focus of a new office established recently at the Pentagon.

"The Total Force Continuum is a continuation of the efforts of the chief of staff of the Air Force-directed Total Force Task Force (known as TF2)," said Brig. Gen. Bruce Miller, the Air Force Reserve representative on the TFC team. "TF2 was established last year and spent nine months reviewing the Air Force's Total Force programs to balance requirements, capabilities, risk and cost on behalf of our nation's defense. The Total Force Continuum was directed to stand up in order to continue the work started by TF2."

"When we started with the task force, the idea was its members would reach conclusions and then we would turn things over to the staff," Lt. Gen. Michael Moeller, deputy chief of staff for strategic plans and programs, said in a recent *Defense News* article. "As we went through the task force's work, what we found was this needs to be a living, breathing entity."

Working under Moeller, three two-star generals — Brian Meenan, representing the Reserve, Mark Bartman, representing the Guard, and John Posner, representing the active-duty component — spent most of 2013 coming up with recommendations and plans for how the Air Force can move forward as an integrated service.

Joining Miller on the TFC are Brig. Gen. Thomas Gibson, representing the Air National Guard, and Brig. Gen. Jon Mott, representing the active duty. They work with six action officers, two from each component, an executive officer and a chief of staff who represent a diverse cross-section of Air Force specialties.

"We also work closely with the Headquarters Air Force Office of the Deputy Chief of Staff, Strategic Plans & Programs analysis team and have a matrix staff that links us to the rest of the directorates in the headquarters," Miller said.

The general said that TFC's purpose is to identify and improve the Air Force's programs along two major lines of effort — "One Air Force" and "Balance." The One Air Force LOE addresses obstacles in legislation, policy, organization and

education. The Balance LOE examines the ratio of active and reserve component representation in all of the Air Force's mission areas in order to maximize capability and capacity at the lowest cost.

To date, the TFC has refined a set of analysis tools to look at various mixes for the active and reserve components in the B-1, B-52, B-2, civil engineering, space and cyber missions.

"We have been very open with the major commands that have equity in all of these mission areas and have spent countless hours building a series of databases to help future decision-making processes," Miller said. "We have also spent a lot of time with our matrix staff refining legal language and manpower strategies to streamline future Total Force service."

TFC is reviewing all the Air Force mission areas to find the most cost-effective and efficient use of the service's limited resources.

"Our focus is also on building a better model for continuum of service in the Air Force that allows Airmen to serve in the component that is the best fit for their individual circumstance while maintaining the most capable and efficient Air Force in a resource-constrained environment," Miller said.

"We are helping to reshape education and understanding of who our Total Force Airmen are so that commanders at all levels will understand how best to use their assigned Airmen and complete the mission at hand," he said. "We will also be conducting a thorough review of all existing and proposed unit associations to ensure that the Air Force is getting the best value for the taxpayer measured by mission success."

TFC has also been tasked with reviewing the recommendations recently put forth by the National Commission on the

Structure of the Air Force in its recent report to Congress and the president. In its report, the NCSAF recommended shifting force structure to the reserve component, expanding multi-component integration of operations and allowing Airmen easier transition across components. The commission also recommended doing away with Air Force Reserve Command as a force-providing headquarters and the AFRC numbered air forces as the Air Force progresses toward fuller integration at the unit level.

"We have been tasked to track the recommendations from the NCSAF report and categorize them according to our ongoing efforts," Miller said. "We have linked the NCSAF recommendations to the TFC's ongoing efforts and are building a plan for reviewing these recommendations as directed by senior leadership or Congress."

After a year of public fights over the service's missions and budgets, Miller said the relationship between the three components is better than it has been in a long time.

"Both the chief of staff of the Air Force and the secretary of the Air National Guard and the chief of the Air Force Reserve are now part of the Total Force decision-making team," he said. "As we rebalance the force for the future, we need all three components to maintain their highest levels of readiness. We also need Airmen to understand that on-going change creates opportunities to capitalize on the strengths that each component brings to our Air Force. We are reliant on each of the three components' work towards a common future to make our one Air Force the most capable force it can be." ★



Airmen from the active-duty 3rd Aircraft Maintenance Squadron and the Reserve 477th AMS team up to perform a hot pit refuel on an F-22 at Joint Base Elmendorf-Richardson, Alaska, in this file photo. Reservists from the 477th Fighter Wing work daily with their active-duty counterparts assigned to the 3rd Wing in this associate relationship.

FORCE DEVELOPMENT

Changes going on in processes designed to develop tomorrow's leaders

By Bo Joyner and Senior Master Sgt. Jill Lavoie

The concepts of force development and career management are a top priority for Air Force Reserve Command. There are big changes going on in the way AFRC is looking at force development and career management processes.

Senior leadership is continuously looking for ways to improve force development based on the Reserve culture and the need to be an equal partner with other services and a force provider to the Department of Defense. It is critical to get the balance right.

"Having a robust force development program is the first step in creating a systematic process designed to develop Reserve leaders with the necessary experience, various levels of assignments and professional development opportunities to meet national security objectives and maintain the Citizen Airman culture," said Lt. Col. Kandace Steinbrink, AFRC chief of training, force management and force development in the Directorate of Personnel, Robins Air Force Base, Ga. "There are a finite number of opportunities to gain those experiences, and we must ensure these opportunities go to those who demonstrate the greatest potential and have the desire to serve as senior leaders."

AFRC Commander Lt. Gen. James F. Jackson's emphasis on force development of Citizen Airmen comes at a time when the Air Force, as a whole, is making force development a top priority.

Secretary of the Air Force Deborah Lee James said during her recent "state of the Air Force" address that the Air Force's No. 1 priority, above aircraft, weapons or equipment, is its people.

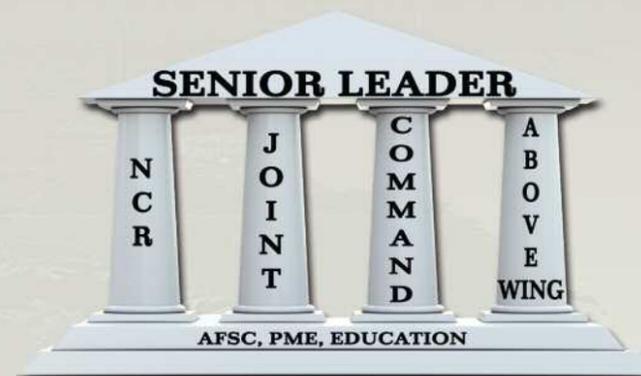
"Having the right people in the right job at the right time — who are trained and developed — should be our No. 1 priority," she said.

What is Force Development?

So, what exactly is force development? Maj Steve Goudeau, AFRC chief of officer force development, defines it this way: "Force development is the pursuit of education, training, experiences and assignments providing skills, knowledge and motivation to lead and execute the full spectrum of Department of Defense missions. The intent is to provide the right opportunities — through assignments and professional development — to our Citizen Airmen, maximizing capabilities and developing Air Force Reserve leaders."

The AFRC force development staff and their counterparts in Air Force Reserve senior leader management offices and the Air Reserve Personnel Center, along with their teams, ensure everything is in place so the command can get the right people in the right leadership positions at the right time. They stressed that force development will not work unless Citizen Airmen take control and manage their career.

"Career management is a Citizen Airman's responsibility," said Col. Heather Connahey, chief of AFRC's Personnel Division. "Airmen must build depth within their career field. This is essential to providing a solid foundation for future developmental opportunities. Once that depth is established, broadening assign-



The four pillars diagram illustrates how various education opportunities combine with different types of experiences to build leadership competencies necessary for senior leaders.

ments and opportunities are critical for building leadership competencies and establishing competitive candidates to be strategic senior leaders within the Air Force Reserve.

"Our teams are focused on ensuring broadening opportunities across all Air Force Reserve categories: traditional Reservists, individual mobilization augmentees, air reserve technicians and Reservists in active Guard and Reserve status," she said. "This takes much time and effort and adherence to established policy while incorporating necessary changes."

The team uses the "four pillars" diagram (see accompanying artwork) to help show people what they are talking about. Along the bottom steps of the building are Air Force specialty code-specific education, professional military education and advanced education. These form the foundation of the building. Then there are the four pillars: National Capital Region, Joint, Command and Above Wing, which illustrate the different types of experiences required to build the leadership competencies necessary for senior leaders.

Strategic Senior Leader Development

Strategic senior leader development is one area where AFRC has seen a shift in philosophy. It all started a few years ago when senior leaders asked the question: How do we ensure we have an adequate pool of competitive candidates who possess all of the skills and experiences necessary to be the future leaders of the Air Force Reserve?

"In addition to that, senior leadership recognized the importance of ensuring developmental opportunities for all Citizen Airmen through education, training and experiences via assignments, deployments, man-day opportunities, etc.," Goudeau said.

"That task has evolved into what we are now calling strategic senior leader development," he said. "SSLD offers our Reservists a choice to take advantage of applying for deliberately managed positions to ensure rotation through a variety of leadership-building experiences or to remain in the voluntary assignments process — the status quo — where people seek their own assignment and educational opportunities at the right time according to personal preferences."

The Reserve Development Plan Matters!

"We encourage all Reservists, both officer and enlisted, to complete an R-DP," Steinbrink said. "The R-DP is a method for

Reservists to communicate their specific career desires and goals to their career field development team, which then provides valid, credible vectors or feedback and potential assignment recommendations to satisfy those desires and achieve those goals.

"The development plan matters," she said. "It is the communication tool for Citizen Airmen to voice their job and professional development preferences, Reserve career goals, and availability to senior leadership."

"The communication on the development plan does not stop with the member," Goudeau said. "It is extremely important for the member's rater — or the first colonel in the chain of command — to complete the coordinator's section of the development plan in order to provide an assessment of the member to the DT panel, thus bringing the paper record to life.

"There aren't any negative consequences to completing a development plan," he said. "Senior leaders just want to understand Reservists' choices and goals so they may better provide vectors Airmen can utilize to enhance their Air Force Reserve career."

The AFRC commander has briefed that the program is "force development" and not "forced development." Through the R-DP process, assignments and experience that most benefit the Reservists and the Air Force Reserve will be identified but will not be mandatory.

"Our Airmen always have a choice," Goudeau said. "We have people asking if they will be forced to move. If an opportunity is presented that would require a move, the member has the option to accept or decline. A majority of our Reservists are part-time and may be offered a job opportunity in which they would need to travel to their duty location. The member can elect to apply for Reserve positions and accept positions offered to them that fit their personal life and goals."

The R-DP, which is filled out by Reservists and endorsed by their supervisors, identifies Reservists' career goals, their flexibility to accept assignments and their desire to participate in continuing education. Once completed, R-DPs are combined with Reservists' records and forwarded to the appropriate career development team.

To ensure records meet the board, the R-DPs should be "development team ready" 30 days before a board meets. The development team then has the responsibility to complete the communication by providing credible, useful vectors back to the Reservists.

Key, Command, Joint Officer Assignments/Key and Strategic Enlisted Assignments

When AFRC's force development team began building its strategic senior leader development plan, it knew that the very nature of the Reserve culture would present some challenges.

"The active component has a very deliberate assignments process that ensures appropriate development for its Airmen through assignments, deployments and professional development," Connahey said. "We knew we had to develop a methodology and assignment process that would work within our voluntary Reserve culture."

The cornerstone of what they developed is a two-pronged



approach to force development: self-managed or assignments into command-managed positions.

Self-managed force development allows members to seek their own opportunities with tools and processes provided by the command when the time is right for them. Citizen Airmen who choose the self-managed approach continue to map out their own Reserve career path and take advantage of professional development opportunities as they desire.

Deliberate force development is the intentional management of experiences combined with education and training opportunities that provide leadership competencies. The command has established a three-year term limit for key, command and joint positions for officers and key and strategic chief master sergeant positions for enlisted members that offer the right experiences. These positions span career fields and Reserve categories: TR, IMA, ART and AGR. Reservists who would like to prepare themselves for senior leadership may apply and compete for key, command and joint or key and strategic positions. That choice must be balanced against personal and civilian career goals.

“Rotational movement (often referred to as churn) is created by the term limit imposed on the positions set aside for deliberate management,” Steinbrink said. “This churn is critical to building a pool of people who possess the right leadership attributes necessary to become AFRC’s next generation of senior leaders.”

Whether Reservists choose to apply for KCJ or KS positions or the self-managed path, the R-DP is an important component of career management and force development.

Development Teams: Why Do They Matter, and What’s In It for Us?

“Development teams allow career field leaders the opportunity to assess their Airmen’s development,” said Chief Master Sgt. Imelda Johnson, AFRC chief of enlisted force development. “DTs provide guidance on continuing education, training and experience opportunities.”

Development teams review the records of all officers and enlisted members (ranks are determined by career field leaders) who have completed an R-DP. In addition to providing guidance to individual Reservists, the DTs score Reservists based on a number of factors. Reservists who receive the highest scores are encouraged to apply for KCJ and KS assignments, developmental education in-residence, and professional development opportunities. Those who do not have an R-DP are not scored, which can lead to missed opportunities.

Additionally, the Reserve Developmental Education Designation Board, the Reserve School Section Board and the Enlisted Developmental Education Board consider results and vectors from the DT. This means failing to complete an R-DP

**IT MATTERS!
COMPLETE YOUR
RESERVE
OFFICER/ENLISTED
DEVELOPMENT PLANS**

Be sure to visit
<https://gum-crm.csd.disa.mil/app/login>
or simply scan the QR Code to access the myPers login and begin
your Reserve Development Plan.

could decrease opportunity for selection for boarded developmental education courses.

All Airmen who complete and submit an R-DP have the opportunity to be selected for the key personnel list based on their overall ranking. Selection for the KPL increases the number of opportunities for which a Reservist may qualify, including some positions only available to those on the list.

Steinbrink said it is important for Reservists to remember that the development team process is not tied to the promotions program, but “our force development initiatives and development team process are in place to help our Airmen understand what will make them more promotable. Experiences that make you better also make the enterprise better.”

She emphasized that DTs do not provide assignments to either officers or enlisted members.

R-DPs can be filled out, as well as prior vectors viewed, online at <https://gum-crm.csd.disa.mil/app/processes/form/fn/vdb>.

To find out when your specific development team meets, go to <http://www.arpc.afrc.af.mil/shared/media/document/AFD-131230-019.pdf>.

AFRC’s Training, Force Management and Force Development Branch in the Directorate of Personnel is the command’s focal point for force management and development. If you have questions or need more information, send an email to the branch’s organizational mailbox, afrc.aiko@us.af.mil. ★

(LaVoie is assigned to the AFRC public affairs office at Robins AFB.)

Saving Millions ...

Senior Airman Vincent N. Willis of the 94th Logistic Readiness Squadron prepares to transfer aviation fuel into a transport truck prior to delivery to an aircraft at Dobbins Air Reserve Base, Ga., March 1. Dobbins recently made the switch from JP-8 to Jet A fuel.



Pennies at a Time

Switching to a different jet fuel projected to save the Air Force \$40 million annually

By Bo Joyner

Saving 2 cents a gallon on gasoline might not sound like a big deal. ... unless you’re the U.S. Air Force and you buy millions and millions of gallons of the stuff every year. In that case, the savings can really add up.

The Air Force, including the Air Force Reserve, is currently in the process of switching from JP-8 to Jet A fuel with additives for nearly all of its aircraft. JP-8 is the current military specification jet fuel, while Jet A is the commercial standard jet fuel. Since Jet A fuel is available from more sources, it costs on average a couple of pennies less per gallon than JP-8.

The Air Force says a 2-cent drop in price per gallon could save taxpayers about \$40 million annually when it completes the switch from JP-8 to Jet A at all of its locations in the continental United States. The jet fuel conversion does not include the U-2 or the Global Hawk weapon systems and does not include bases outside the continental United States.

The service began the switch from JP-8 to Jet A after an Air Force Smart Operations for the 21st Century initiative approved in May 2008. The Defense Logistics Agency’s energy office and the Air Force Petroleum Agency began the initiative in November 2009 by performing a demonstration at four Air Force locations, including Minneapolis-St. Paul International Airport Air Reserve Station in Minnesota, home of the

Reserve’s 934th Airlift Wing, to show the capability to convert from the current military specification jet fuel to the commercial standard jet fuel.

JP-8 and Jet A are both kerosene-based aviation fuels. They have the same energy content, density range and flash point. The difference in the two fuels is their freezing points — minus 40 degrees Celsius for Jet A and minus 47 degrees Celsius for JP-8. JP-8 contains three fuel additives: a fuel system icing inhibitor, which lowers the freezing point of water that’s inherently found in fuel and which inhibits the growth of microbes; a static dissipater additive; and a corrosion inhibitor/lubricity improver.

Earlier this year, Dobbins Air Reserve Base, Ga., became the second Air Force Reserve Command-host base to make the switch from JP-8 to Jet A. All of the Reserve’s other host bases are scheduled to make the switch later this year. The Air Force is hoping to have all of its bases switched over by sometime in 2015.

“The conversion is going smoothly,” said Master Sgt. Jason Maine, the fuels function manager at AFRC headquarters, Robins Air Force Base, Ga. “There isn’t much difference in the two fuels. In fact, they can be intermixed in the same tank without any quality issues. Jet A is just a little cheaper and available from more sources, so it makes sense for the Air Force to make the switch.” ★



Included in the Defense Department budget request for 2015 is the activation of a B-1B Lancer classic associate group at Dyess Air Force Base, Texas.

DOD request includes changes to Air Force Reserve units

The Department of Defense budget request for fiscal 2015 includes a number of proposed changes for the Air Force Reserve.

If enacted into law, the DOD budget request would increase the number of Reserve fighter wings equipped with F-16 fighters, create a classic associate B-1 bomber group, increase the number of Reserve KC-135 tankers, inactivate the Reserve airlift wing at Pope Field, N.C., retire the A-10 fighters, and inactivate the Reserve's E-3 Airborne Warning and Control System classic associate group.

"These force structure changes are significant, but they

ensure the Air Force Reserve remains an integrated, flexible and combat-ready force," said Brig. Gen. William "Buck" Waldrop, director of plans, programs, requirements and assessments for Air Force Reserve Command.

"Maintaining the appropriate active-Reserve force mix is critical to sustaining Air Force forward presence, rapid response and high-rate rotational demands within a smaller force, and analysis of force mix must consider the three components as a complete system," Waldrop said.

Major changes in Reserve structure include:

- Beale Air Force Base, Calif. — Add eight KC-135

Stratotankers to the 940th Wing and inactivate the 583rd Rapid Engineer Deployable Heavy Operational Repair Squadron, Engineering unit.

- Dyess AFB, Texas — Activate a B-1B Lancer classic associate group.

- Whiteman AFB, Mo. — Retire 27 A-10 Thunderbolt II aircraft and replace them with 21 F-16 Fighting Falcon (Block 40) aircraft in the 442nd Fighter Wing, tentatively scheduled for 2018.

- Davis-Monthan AFB, Ariz. — Retire 28 A-10 aircraft and replace them with 21 F-16 (Block 40) aircraft in the 924th Fighter Group, tentatively scheduled for 2019.

- Travis AFB, Calif. — Convert four C-5 Galaxy aircraft from the active inventory to the backup inventory.

- Little Rock AFB, Ark. — Convert Detachment 1, 22nd Air Force to the 913th Airlift Group equipped with 10 C-130J Hercules aircraft.

- Peterson AFB, Colo. — Reduce the number of C-130H aircraft from 12 to eight in the 302nd Airlift Wing.

- Dover AFB, Del. — Convert four C-5 aircraft from the active inventory to the backup inventory.

- March Air Reserve Base, Calif. — Inactivate the 4th Combat Camera Squadron.

- Joint Base Pearl Harbor-Hickam, Hawaii — Inactivate the 624th Security Forces Squadron.

- Barksdale AFB, La. — Inactivate the 307th RED HORSE unit.

- Keesler AFB, Miss. — Inactivate the 403rd Civil Engineer Squadron.

- Joint Base Elmendorf-Richardson, Alaska — Inactivate the 477th CES and 477th SFS.

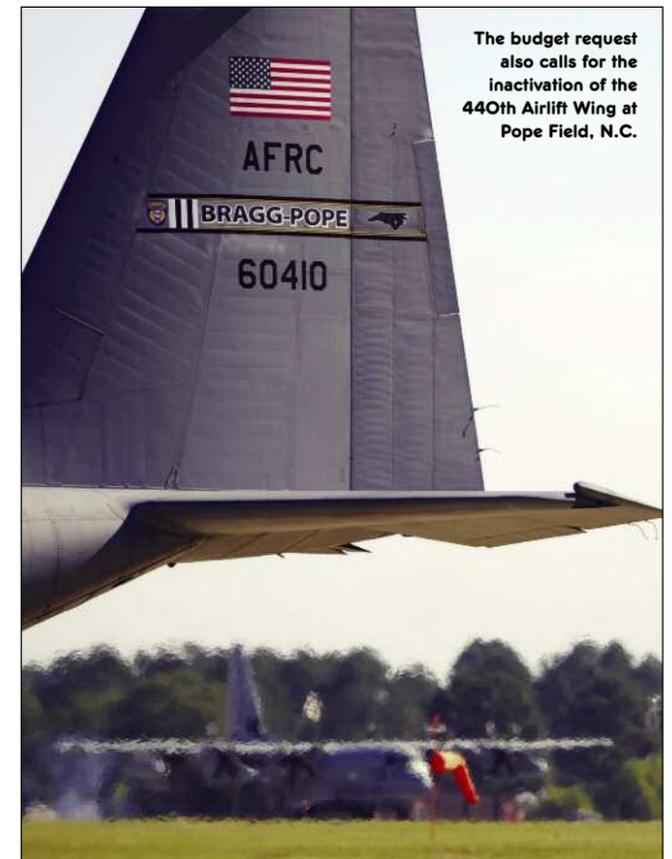
- Joint Base Andrews, Md. — Inactivate 459th SFS and 459th CES but retain the explosive ordnance disposal flight.

- Joint Base Charleston, S.C. — Convert eight C-17s from the primary inventory to the backup inventory.

- Joint Base Lewis-McChord, Wash. — Convert eight C-17s



The budget request calls for the inactivation of the 4th Combat Camera Squadron at March Air Reserve Base, Calif.



The budget request also calls for the inactivation of the 440th Airlift Wing at Pope Field, N.C.

from the primary inventory to the backup inventory.

- Pope Field, N.C. — Inactivate the 440th AW.

- Tinker AFB, Okla. — Add four KC-135s to the 507th Air Refueling Wing and inactivate the 513th Air Control Group, an E-3A AWACS classic associate unit.

- Moody AFB, Ga. — Inactivate the 476th FG, an A-10 classic associate unit.

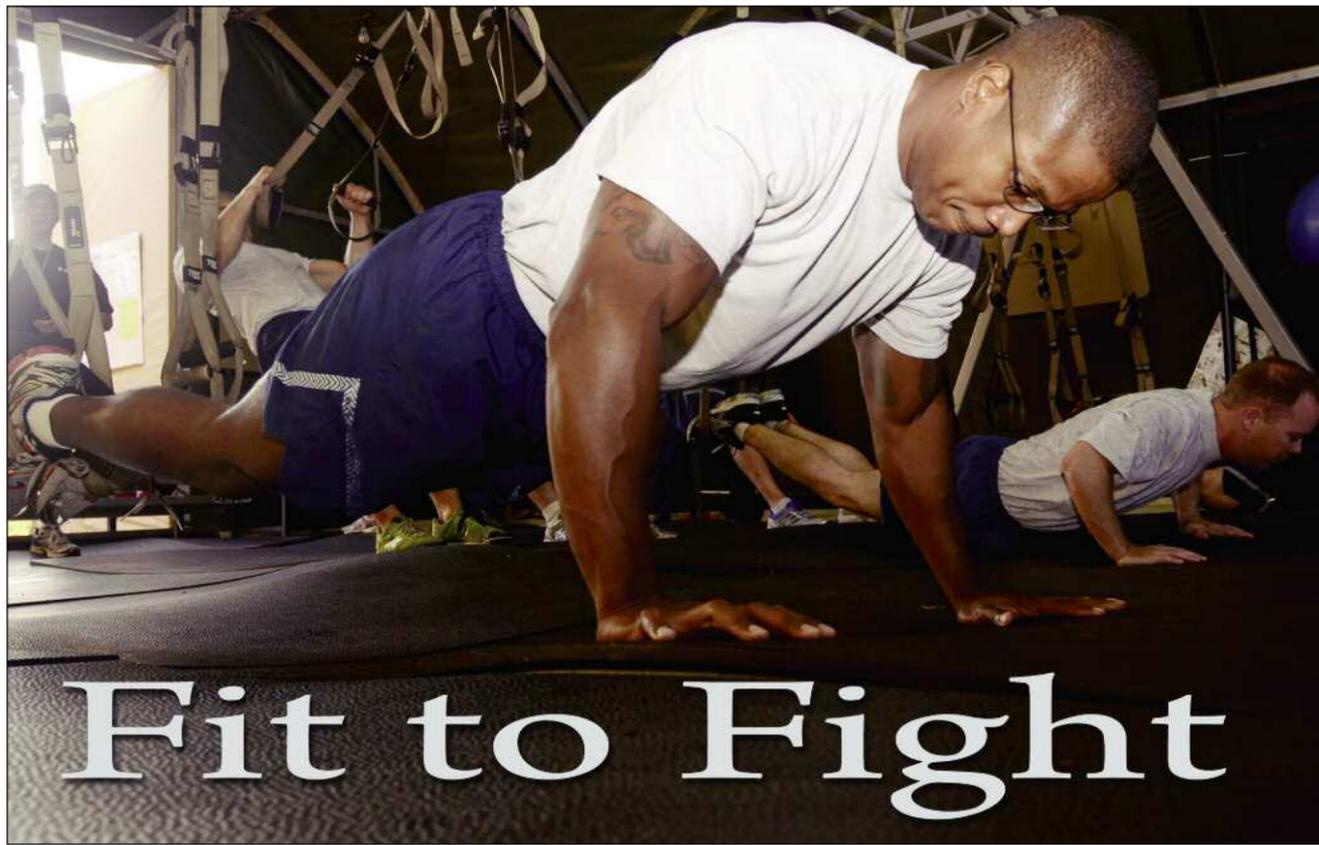
- Pittsburgh Air Reserve Station, Pa. — Inactivate the 911th CES.

- Joint Base McGuire-Dix-Lakehurst, N.J. — Inactivate the 42nd Combat Communications Squadron.

The proposed authorized end strength for the Reserve in fiscal year 2015 is expected to decrease 4.7 percent from 70,400 to 67,100 Reservists.

"The vast majority of our people serve locally on a part-time basis, and force structure changes pose significant challenges for Reservists," said Lt. Gen. James F. Jackson, Air Force Reserve Command commander. "I will ensure that Reserve leaders at every level are doing everything they can to help Reservists through the transition." ★

(AFRC news release)



DON PECK

Fit to Fight

Reservists assigned to Dobbins Air Reserve Base, Ga., work on their fitness. The Air Force recently announced some changes to its physical fitness standards, including a major revision involving the waist measure component of the fitness test.

Officials explain recent changes to Air Force physical fitness standards

By Senior Airman Elizabeth Van Patten

Reservists have the freedom to manage their military careers as they see fit. They often seek assignments near where they call home. People have the flexibility to manage their careers and deployments so they can maintain the proper balance in the so-called “three-legged stool” comprising military, civilian and family obligations.

This freedom is given in good faith, provided Reservists maintain the same level of operational readiness as their active-duty counterparts. A key element involved in operational readiness is the Air Force’s physical fitness standards, which apply equally to both the active duty and Reserve.

Air Force leadership recently revised these standards. The most significant and controversial revision involves the waist measurement component of the physical fitness test.

Prior to the new guidance, if Airmen failed the waist measurement component of the test, then they failed the whole test, no matter how they scored on the other elements.

With the recent changes to the fitness test, Airmen who fail the abdominal circumference component of the fitness test do not automatically fail the entire test. They go ahead and complete the other three components: push-ups, sit-ups and run. If they receive a composite score of 75 or higher for these three components, Airmen will be measured using the body mass index guidance in Defense Department instructions. Those who meet the DOD body mass index standard will receive a passing score on their fitness test, even though they failed the

abdominal circumference component.

“The change to the waist measurement portion of the test will capture those outliers who come close to maxing out every other component of the test but are so muscular they have a problem with the waist measurement,” said Lauren Antuofermo, Air Force Reserve Command fitness and health program coordinator.

Another change to the fitness standards involves the handling of appeals.

“Now, the wing commander (or equivalent) has the authority to approve or deny removal or correction of a score,” Antuofermo said. “Before, appeals had to go up through the major command to the Air Force Personnel Center.

“The commander and first sergeant can really find out what is going on with that Airman, or his score, and solve the problem. An incorrect score can have a lot of negative effects for an Airman — affecting evaluations and promotion. Now, some of these effects can be mitigated with this more agile process.”

Also, the walk — for those who cannot perform the run portion of the fitness test — no longer has a heart rate or score associated with it. Now, Airmen will walk two kilometers within a certain time to receive a passing score for that particular component.

Finally, Reservists must be “in status” to test. Any test taken while not in a duty status is invalid.

“The test is not perfect, but, overall, it’s a good program,”

Antuofermo said. “AFRC has improved exponentially in the area of physical fitness. When the program started in the Air Force, the Reserve currency rate was about 50 percent. We had a huge failure rate. As of January, our currency is at 93 percent, with our failure rate at about 4 percent.”

Typically, Reserve senior leaders only have “eyes on” their Reservists one weekend a month and two weeks a year. Therefore, it is incumbent on individual Reservists to assume the personal responsibility of maintaining a healthy lifestyle and keeping themselves in shape to pass the physical fitness test. First sergeants have heard just about every excuse there is about why people fail the test. Although they have the best interests of every Airman in mind, they also have the daunting task of enforcing Air Force standards.

“First sergeants want you to be successful,” said Master Sgt. Cassandra Jones, first sergeant of the 94th Aerial Port Squadron at Dobbins Air Reserve Base, Ga. “A healthy lifestyle is very important if you want to maintain a career in the Air Force. Active duty or Reserve, the standards are the same. Reservists have to own their own careers and maintain a balance between all of their different commitments and obligations.”

Reservists have options for which track their career can take. If physical fitness becomes a concern, going to the Individual Ready Reserve will eliminate the commitment of weekend drills and annual tour. IRR members can use that time to focus on their lifestyle and decide if the military is truly a priority for them. While IRR members do not collect points or pay, time in IRR status does count toward their high year of tenure.

“Don’t make first sergeants and commanders decide the fate of your career,” Jones said. “We have the resources for you, from the Be Well class to loads of information on nutrition and working out. We are here to help, but, ultimately, it is up to members to take care of themselves. If it gets to the point — after a fourth PT test failure — where I have to decide their fate, then the only thing left is for me to thank them for their service.”

Antuofermo said there is a misconception among Reservists that the fitness test is used as a force shaping tool.

“That is not the case,” she said. “Everything in this test is scientifically based on large, comprehensive studies to tell us who is fit and healthy and who is not. I’ve seen a few cases where this test actually has helped catch conditions that would otherwise go unnoticed until it was

too late for treatment. Forcing people to pay attention to their health caused them to get into the doctor earlier.”

According to Antuofermo, a person’s fitness goes far beyond readiness. Fitness can affect everything from psychological and emotional wellness to relationships within the family.

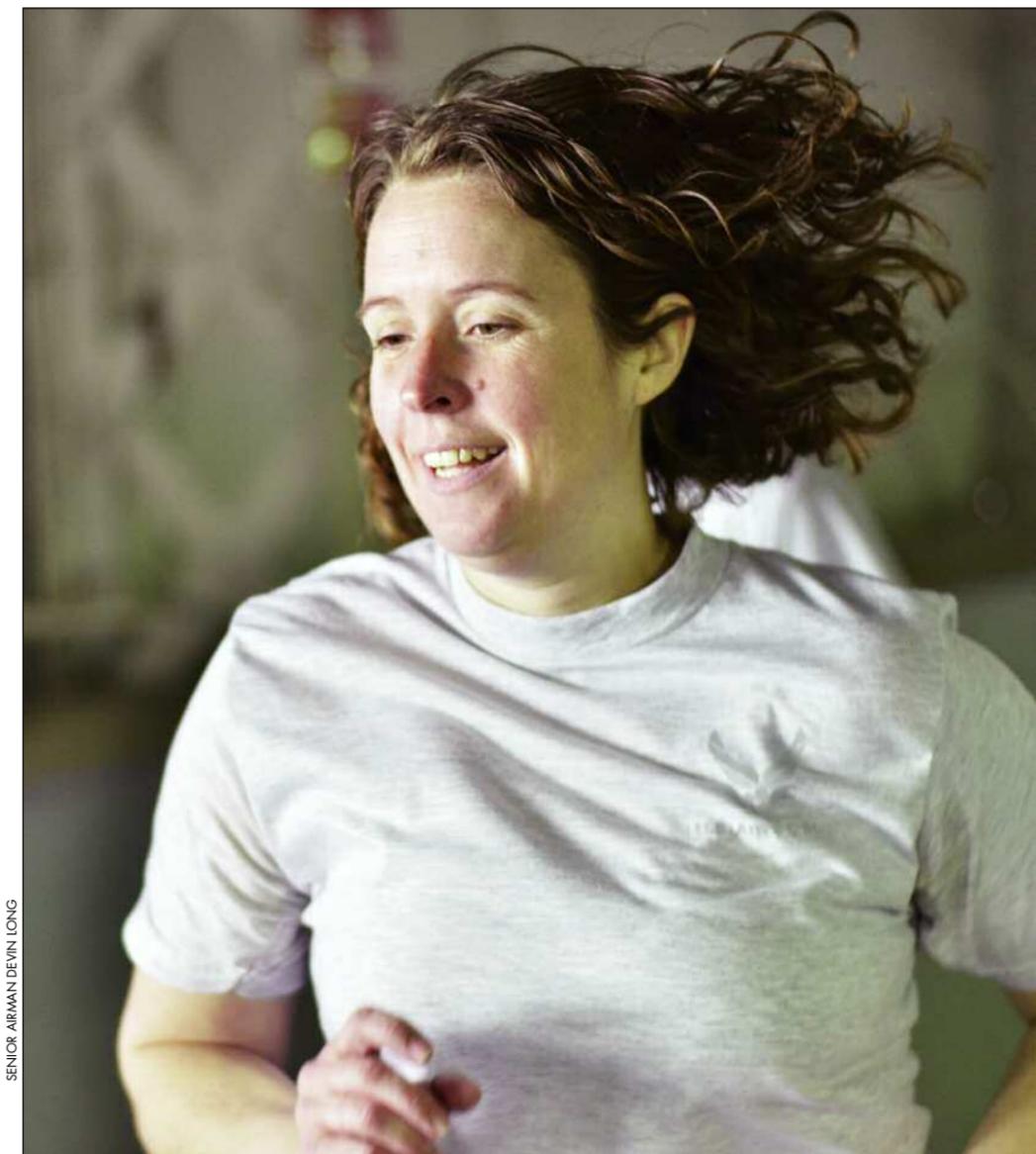
“It may be harder for some more than others, but it’s the same with other tests — like career development courses,” she said. “Some people may have to study more to pass.”

The advantage of this test over other possible ways to assess fitness levels is none of the components requires a gym to practice. All that is needed is a place to run and a patch of ground to do push-ups and sit-ups.

“You agreed to the standards when you joined the Air Force,” Jones said. “Now you just need to maintain. It’s a condition of employment, and we want you here ready to work. The physical fitness test is an exam where you know the answers to the questions. Just do what you need to do to get it done. Just do it!” ★

(Van Patten is assigned to the 94th Airlift Wing public affairs office at Dobbins ARB. She wrote this story while on a temporary duty assignment to the Headquarters Air Force Reserve Command public affairs office at Robins Air Force Base, Ga.)

Tech. Sgt. Caroline Sussman, 89th Airlift Squadron loadmaster craftsman, performs the running portion of the U.S. Air Force fitness test at the Wright Field Fitness Center, Wright-Patterson Air Force Base, Ohio, in December.



SENIOR AIRMAN DEVIN LONG



Tech. Sgt. Craig Ridener, 434th Air Refueling Wing recruiter, talks with U.S. Army National Guard Pvt. 1st Class Mitchell Wooten, about opportunities in the Air Force Reserve at Grissom Air Reserve Base, Ind. The Air Force Reserve Command is now actively seeking Airmen who want to serve as full-time recruiters on active-guard and reserve tours.

TECH. SGT. MARK R. W. ORDERS-WOEMPNER



MASTER SGT. SHAWN J. JONES

Reserve recruiters during a recent readiness training event.

Basic Recruiter Qualifications:

- **Must be a staff sergeant, technical sergeant or master sergeant**
- **A minimum of one year in the Air Force Reserve, but no more than 16 years of active-duty service**
- **Possess high moral standards**
- **Have a passing fitness score**

Recruit-the-Recruiter

Program seeks to identify Airmen needed to shape future of the Reserve

By Master Sgt. Shawn J. Jones

New recruiters are needed to help shape the future of the Air Force Reserve. The Recruit-the-Recruiter program is designed to identify Citizen Airmen who have what it takes to support the Recruiting Service's mission of attracting and convincing people to serve in the Air Force Reserve.

In a typical year, the Recruiting Service hires 30 to 40 new recruiters to replace those who retire, separate or move on to a different career field.

"Right now, we want to encourage qualified Airmen to apply because we have projected vacancies coming up," said Chief Master Sgt. Thomas Zwelling, the command chief master sergeant for the Recruiting Service.

Zwelling said many benefits — both tangible and intangible — await would-be recruiters.

Of the tangible benefits, most are tied to transitioning into an active Guard and Reserve status, he said. As AGRs, recruiters receive the same pay and entitlements as active-duty Airmen, including the opportunity to work toward a pension plan that pays immediately upon military retirement.

But when it comes to the benefits of serving as a recruiter, Zwelling said, "I believe the intangible benefits deliver the most satisfaction."

"The career definitely has its rewards," said Tech. Sgt. Craig Ridener, a recruiter from the 434th Air Refueling Wing at Grissom Air Reserve Base, Ind. "It's been really awesome hav-

ing the opportunity to go out and meet new people, tell them about the experiences I've had and help point them in the right direction."

A career in recruiting enables Citizen Airmen to show people how Reserve service can change their lives for the better.

"I've had four Air Force specialty codes, and this by far is the most rewarding job for me because you get that feel-good feeling when you have young men and women who go to basic training and then come back from tech school and they tell you 'thank you' for what you've done for them and their families," said Senior Master Sgt. Robert Mielke, 434th ARW recruiting flight chief. "You'd be hard-pressed to beat that."

Another benefit of serving as a recruiter is a well-defined career pyramid that spells out exactly what recruiters need to accomplish to be considered for promotion and assignment opportunities within the organization.

While there are many benefits to serving as a recruiter, the special duty can be very challenging, Zwelling said. Recruiting is not a 9-to-5 job. Many applicants are only available on weekends or in the evening, and in cases where recruiters cover a large geographic area, they can spend a significant amount of time traveling.

Also, recruiters must be able to work independently, Zwelling said. They perform many of their duties away from military installations, and in many cases, they are a community's only face-to-face exposure to the Air Force. Therefore, recruiters are expected to uphold high standards of military appearance, bearing and conduct, he said.

These high standards are what drive the Recruiting Service. In fact, Air Force Reserve recruiters have the best accession-per-recruiter ratio (36-to-1) in the entire Department of Defense. Additionally, the Recruiting Service has surpassed its recruiting goal for 13 consecutive years, overcoming numerous policy and resource obstacles along the way.

Airmen interested in becoming a recruiter must complete an application and an interview with the local recruiting flight chief. Once approved, they will attend the Evaluation Selection Course, a five-day training session at Recruiting Service headquarters on Robins Air Force Base, Ga. The course aims to verify that selectees possess the necessary skills to perform recruiting duties prior to sending them to the six-week recruiting course at Joint Base San Antonio-Fort Sam Houston, Texas. During the recruiting course, Airmen are trained on sales skills, public speaking and effective writing.

"Successful completion of the course, like most things in recruiting, rests largely upon the student's initiative, enthusiasm and motivation," Zwelling said. ★

(Jones is a public affairs specialist assigned to the Air Force Reserve Recruiting Service at Robins AFB. Tech. Sgt. Mark R.W. Orders-Woempner of the 434th ARW public affairs office at Grissom ARB contributed to this article.)



Mission Ready vs Inspection Ready



PHOTO ILLUSTRATION BY ADAM BUTTERICK

New command inspection system evaluates what really matters

By Tech. Sgt. Shanda L. De Anda

The most recent unit effectiveness inspection capstone event Jan. 9-13 at Keesler Air Force Base, Miss., helped command-level inspector general staffs get a first-hand look at how well the new Air Force inspection system is being implemented in the field.

"I am encouraged by how well [the UEI concept] is being received at the units," said Chief Master Sgt. David Brooks, Headquarters Air Force Reserve Command inspector general superintendent. "I'm not saying that it's better right now. It's still too early in the process, and we have a long way to go, but I'm encouraged."

Unit effectiveness inspections, or UEIs, represent a paradigm

shift in the way the Air Force evaluates its units as the service emerges from an era of legacy processes. Unlike the legacy unit compliance inspections, compliance inspections, readiness inspections, operational readiness exercises, operational readiness inspections and functional area inspections, UEIs focus on a unit's mission readiness rather than how well it prepares for an inspection. The commander of the first AFRC wing to undergo a UEI — the 315th Airlift Wing at Joint Base Charleston, S.C. — acknowledged the shift in mindset.

"We are building a brand-new inspection program that is continuous: 24 hours a day, seven days a week, 365 days a year," said Col. James J. Fontanella, 315th AW commander, in

an article written after the wing's inspection in December. "This visit by the Air Force Reserve Command inspector general validates we are transitioning properly in our execution plan for the new Air Force inspection system. I was very confident that the men and women of the 315th would showcase our top-notch mission readiness and program management."

The command-wide transition will eventually normalize as local IG offices stand up to provide wings with their own inspection teams and functional managers are freed up from excessive inspection duties to re-focus on the professional development and training of the people who work for them.

"The difficulty for units is they're so used to preparing for an inspection and then inspection teams would go in and measure how well they got ready for an inspection. We never really measured how well they conducted day-to-day business, how effective their leadership was. ... you know the things that really matter," Brooks said.

"Inherently [the legacy process of inspecting] was a waste of time. ... if you are operating at a certain level at a unit and then, all of a sudden, find out you have an inspection coming up, you start wasting resources and time that could be devoted to on-the-job and AFSC (Air Force specialty code)-specific training," he said. "A wing spent an inordinate amount of time getting ready for inspections, which took away from doing the mission, from training, from readiness."

This was particularly challenging within AFRC, where in one weekend a month the focus of getting Airmen combat-ready to fly, fight and win is diluted by the need to prepare for an inspection.

"Through UEIs, we break that cycle of inefficiency where you are ramping up and really, truly wasting valuable time and a lot of money when you think about the exercises leading up to inspections, sometimes spending as much as a year preparing," Brooks said. "In the Reserve, it's magnified by the rescheduling of UTAs (unit training assemblies) to ensure participants are available during exercises and adjusting annual tours to make sure exercises and inspection days are all straightened out instead of devoting time and resources to mission-related tasks."

The new Air Force inspection system eliminates all of that by limiting advance notice of an inspection and focusing on day-to-day operations and how well units are accomplishing their mission.

Reserve and active-duty units now operate in a 24- to 30-month inspection cycle; observe a continual evaluation period to include methods such as virtual inspections, major command functional manager inputs, wing commander inspection reports, management internal control toolset data, inspector general evaluation management system data and small-team on-site visits; participate in major command IG-administered surveys; and benefit from on-site capstone visits. The process has evolved from a snapshot to a photo album approach.

According to Air Force Instruction 90-201, the UEI is designed to enable and strengthen commanders' effectiveness and efficiency; to motivate and promote military discipline to improve unit performance, and management excellence up and down the chain of command, in units and staffs; and to identify issues interfering with effectiveness, efficiency, compliance, discipline, readiness, performance, surety and management excellence.

"When we look at our legacy inspection processes with an unbiased, neutral look without any ownership in them, we realize they were very effective at measuring how well somebody got ready for an inspection," Brooks said. "When [inspectors] arrived, there was fresh paint on the buildings, the lawns were all mowed or whatever. It was like walking into your child's bedroom after you've told him or her you were going to come and look at it in advance. You know day to day the room is a mess, but you put on blinders and say, 'Yes, he or she keeps the room clean all the time; it's perfect.'"

"That's what the IG team did in the past. We were measuring stuff that had no meaning because it was all about the inspection team. When the inspectors were gone, they didn't know what day-to-day operations were like."

"The reality may have been the place is a mess, but they spent hours and hours and hours getting ready. It would have been better if they would have just picked up after themselves consistently and the inspection team rolled in with very limited notice to see how things were going. They may identify some areas that need addressing, but mostly identifying possible blind spots for the commander."

This new inspection process also provides the groundwork for better stewardship of limited resources as the Department of Defense continues down the road of manning reductions and budgetary constraints. This is reflected in the four major graded areas in a UEI: managing resources, leading people, improving the unit and executing the mission.

"A lack of money and a lack of people, coupled with a reduction in finances, suddenly made people, money and time more precious — they've always been, but this exacerbates already existing challenges," Brooks said. "This new inspection system addresses both how we manage the resources available at the wing as things are reduced and, secondly, the effectiveness of inspections. We want to know how well units are doing on a day-to-day basis, and as the UEI process matures, we will write people up if they get ready for our inspections."

The new Air Force inspection system process is still maturing but will eventually incorporate a majority of Air Force inspections, except for those required by law and surety inspections. Functional-area-specific inspections, which encompass more than 100 separate inspection areas, are scheduled to be incorporated into the UEI by Oct. 1. ★

(De Anda is assigned to the HQ AFRC public affairs office at Robins Air Force Base, Ga. Michael Dukes of the 315th AW public affairs office at Joint Base Charleston contributed to this article.)



SENIOR AIRMAN MEREDITH A.H. THOMAS

PORTRAITS IN COURAGE salutes

Technical Sergeant JARROD MILLS

315th Airlift Wing, Joint Base Charleston, S.C.

On the night of Sept. 21, 2012, Tech. Sgt. Jarrod Mills deployed directly into a known insurgent stronghold in the Helmand Province of Afghanistan to clear a homemade explosive production site. His explosive ordnance disposal team searched an island in the middle of the Helmand River where they found and destroyed 50 kilograms of explosives and captured one insurgent who had been scouting their movements.

By late morning, the EOD team and an accompanying reconnaissance force had returned from the island when they came under enemy machine-gun fire from two positions on the far bank of the river. The recon force team dashed across the river to assault one of the enemy positions as two British soldiers sustained injuries from a grenade. Under direct enemy fire, Mills led his EOD team across the open riverbed to provide the recon force with additional firepower and enable the injured British soldiers to receive emergency medical attention. The EOD team provided rear cover fire for the evacuation as medics treated the wounded and moved them on stretchers to a helicopter landing site.

Mills' team suppressed the enemy over a 400-meter stretch of open space inundated with insurgent small-arms fire, engaging the enemy in a direct assault on one of their firing points. Despite exposure to incoming fire, the EOD team remained in position, even when Mills took a 7.62 mm round to his body armor plate. The courageous efforts of Mills and his comrades resulted in the killing of four insurgents and critical wounding of seven others.

For his extraordinary bravery and initiative, Mills earned the Air Force Combat Action Medal and Bronze Star. ★

(Editor's note: Mills' story is just one of many stories about real-life heroes included in the latest volume of the Air Force chief of staff's Portraits in Courage book, which is available on the web at <http://static.dma.mil/usaf/courage/>.)



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