

## Air Force Reserve Issues

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**Moderator:** Ladies and gentlemen, this is a particular honor today not only being a graduate of the Air Force Reserves myself, but as I mentioned before to the General, we're both graduates of the J. Clausner course in public speaking. We took it by correspondence, and both got outstandings, I think. So you're in for a real treat today.

Welcome to another session of our Air and Space Conference. The topic for this forum is Reserve Issues, and our forum speaker is the Chief of the Air Force Reserve. He flew A-37s in Vietnam. He commanded the 10<sup>th</sup> Air Force. After his presentation if there's time he'll be open for questions. Each of you have a copy of his bio. Let me now turn the microphone over to Lieutenant General John Bradley.

[Applause].

**Lt. Gen. Bradley:** Thanks, Boyd. Thank you.

That was a real nice joke about public speaking, but unfortunately you've got to be over 60 to understand that joke. [Laughter]. There is no one here who knows who J. Clausner was or his speaking abilities other than you and me, so -- [Laughter]. As you can hear from the laughter. Who's J. Clausner? Well, in ten years they'll say who's John Bradley? [Laughter]. He was a previous Chief. We don't need to go into that.

Thanks for being here. I'm really excited to get to talk to you for a few minutes this afternoon. What I'd like to do is tell you about a few things that we're working on, the priorities that I have, and what we're trying to do in the Air Force Reserve to serve our nation and to serve our Air Force, talk about a few challenges we face, talk about the future mostly, and a fair amount about the fabulous Airmen that we have and what they're doing for all of us. I intend to leave plenty of time for questions later in case you have any.

First slide, please.

These are the subjects, I just gave you kind of an overview of it. If you can't read it we'll talk through several of these things.

First, we set out about a year and a half ago with a new vision developed by our Air Force Reserve leadership. We spent a

lot of months developing this and published a vision document that is a guide for us and is leading us into the future. We are just about to print a new Strategic Plan that takes advantage of this vision and builds on it and shows how we'll get to the future. But in this vision document we set forth a lot of aim points and vectors and built it basically around the capabilities that Reservists bring to our Air Force, and to take advantage of the strengths that we have as an Air Force Reserve.

We kind of have a tag line that goes with this that we're one Air Force, we're in the same fight, and we want to be an unrivaled wingman. I like the sound of that, and people are thinking about us in those terms now, which makes me feel good, and it's just not a bumper sticker for us. It's what I believe to the core. I don't believe there is more than one Air Force. I don't believe in more than one Air Force culture. We're all Airmen, we're all in the same Air Force. There are different parts of that Air Force. There are different major commands. There are different components -- active and reserve components. But we're all in one Air Force. We have one set of priorities. And obviously we're all engaged in the same effort, the same fight.

But I want our Air Force Reserve to be the very best part of that Air Force. We're all sort of competitive by nature but we want to be the unrivaled wingman. That doesn't mean you're always flying on the wing. Sometimes you're in the lead of some things, but essentially we want to be the best we can be. The best partner we can be for our Air Force leadership.

Our leadership I think values us and our experience greatly. Our Chief has embraced us and has a vision that leads us into the future that I think is very promising for all of us. I think he's done that because of the performance of our Airmen in a variety of roles around the world, and I'll talk a little bit about that as we go through this. We want to be the best we can be, an unrivaled wingman.

Next, please.

My priorities happen to be those of my boss. I don't think you can lay it out any more clearly or plainly than General Moseley has for his priorities.

First, we're part of the same fight, as I mentioned a little while ago. We are in the same engagements around the world as the rest of the Air Force. We want to be a good partner in the joint fight in the war on terror.

I will tell you that we have deployed at least 61 percent of our Air Force Reservists in this fight. That does not mean that 61 percent of our Reserve Airmen have gone into Iraq or into

Afghanistan or even into CENTCOM. There are different ways to look at this level of support, but half of my Reservists have been mobilized and some of those for two years. Many of them for two years. Many of them more than once.

We have almost 300 security forces folks at Kirkuk, Iraq right now and they'll be there for six months, and we're going to keep doing that over the next year or so until we run out of mobilization authority. We have transportation folks that are helping with the Air Force effort, driving Army trucks and guarding those convoys. We also have people who transit the AOR frequently in our strategic airlift airplanes. They don't deploy to the Middle East, but I've had C-17 folks from across my force who have been mobilized for two years who have flown missions in and out of the AOR constantly. They still do it at the same rates today, even though they're not mobilized. I have air refueling folks who fly missions to support Iraqi Freedom, Enduring Freedom and Noble Eagle -- protecting the skies and cities of the United States. We have C-130 folks who were mobilized for two years and deployed to the AOR. We have aerial support squadrons who go to the AOR and load and unload aircraft. We also have some that were deployed inside the United States loading aircraft that are headed to the AOR.

That's a good amount of support. When you get moved away from home to do your business inside the United States or outside the United States that's a deployment that supports the war on terror. When you load an airplane at McGuire for a year or two years that's headed to the AOR or Charleston or any other strategic mobility base, you're contributing to the effort. I'm very proud of what our folks have done.

We welcomed home a set of F-16s in August from their fourth combat deployment in six years. They didn't all stay over there for 120 days. Some did, some were there for a shorter period of time, about 50 days minimum. But four deployments in six years for a fighter squadron is a reasonable level of effort for a Reserve squadron, I think. Our A-10s have done the same thing.

You can't look at any part of our force and say it's really not engaged. They are engaged. And just like active Airmen at Schriever Air Force Base in Colorado where we fly weather satellites and GPS satellites and satellites that take photographs and do other kinds of things for national security, they are supporting the warfighter just like someone sitting at al-Udaid. We're providing weather information and information about enemy forces and global positioning information for platoons in the Army and Marines and for aircraft, so GPS signals that are sent from these satellites that are flown from inside the United States are a major part of this warfight, as are those who fly Predators from inside the United States and Global Hawks.

So we've got Air Force Reservists doing this, being a part of that top priority I think in a big way, and others training for it, and many deployments to face in the future.

Our second priority in the Air Force is to develop our Airmen and take care of our Airmen and their families. We work hard at this. We are now increasing the length of our basic training for our Airmen so that we give them better combat skills for the time that they graduate. So developing and taking care of our Airmen means they are better trained to go into war. Better trained and able to take care of their wingman, their fellow Airmen when they are deployed and fighting. You never know what's going to happen.

I had two security forces people very badly injured at Kirkuk in the last week. The training that we give people in basic training and then follow-on training will help them be better combat Airmen in the future.

There's no higher responsibility, I believe, for us as commanders than to properly train our people for the combat to which we send them. No higher responsibility. So we take this business very seriously.

The final priority is an acquisition priority, replacing old aircraft. I'm sure all of you heard the Secretary a few minutes ago. I don't need to elaborate on that. We have a lot of old aircraft in the Air Force Reserve. We are part of the acquisition strategy. The Chief believes that when we buy airplanes we need to spread these across the force. You get better public support, you get better congressional support sometimes when you put these aircraft in the Guard and Reserve along with those going into active units because we're all being used at pretty much the same rates. So it's not like we are a strategic reserve any more. I'll talk about that in a moment. But he has a very smart strategy about what he wants to buy and when, and I fully support him. He's exactly right. Get that new tanker, get a combat search and rescue helicopter because we don't leave Airmen behind, nor do we leave Soldiers and Sailors and Marines behind as we've shown in the past. We need a helicopter to replace the HH-60s. Old, it's an old aircraft.

Just a quick story, two years ago I was in Bagram as a huge search and rescue effort was going on for a Navy SEAL team, you may remember. I think this was late June to early July of 2005. A Navy SEAL team had been lost. It turned out three were killed. There was one remaining we were trying to get. A number of Army Rangers were killed trying to rescue these folks. This HH-60 takes off from Bagram and goes out. He's in this rescue operation. And with the help of some local Afghans we were able to find the location and go in and bring up this Navy SEAL.

Of course those guys were really proud and they think that they are the toughest people in the world. So he brought up the cable into the helicopter. He says oh, man, I'm going to have a hard time to go back and tell my buddies that I've been rescued by the Air Force. [Laughter]. The PJ says, I'm going to give you a nightmare. We're the Air Force Reserve. [Laughter]. It just happened to be my guys there at that particular time. It could have been a Guard airplane, it could have been an active airplane. But we all do this together. We train together, we do things exactly alike. But I'm very proud of what they've done.

Next slide, please.

We are an operational reserve. We're not a strategic reserve. What that means to us now is we're so embedded in the Air Force because the Chief wants us involved, the Reserve and Guard, involved in missions across our Air Force. We're doing things today that I would have not guessed a few years ago and I will show you some examples in a moment about our total force integration efforts that will spread us across the Air Force even more. It offers us a bright future. But we're operational.

What I mean by that is we're involved in Air Force operations every day. We have C-130 missions that we fly around the United States, in South America, Central America, in Europe, all the time for our Air Force. We do that all the time. We are tasked by the Air Mobility Command, the THCC, to fly those missions. We fly tanker missions similarly. We're on alert with our tankers. Just like regular Air Force units.

I told you about our deployments of our fighter forces, our combat search and rescue forces. We also have Special Ops Forces that are called on all the time. They do phenomenal things at night. All night vision goggles and at very low altitude. Our Special Ops guys are tremendous. They were mobilized, 550 of them, for two years at the beginning of our efforts in Afghanistan all the way through the beginning of Iraq operations, and some of the very first fixed wing airplanes on the ground in Afghanistan or Iraq were some of my Special Ops guys flying MC-130s. So they do tremendous work inserting Special Forces and refueling helicopters at very very low altitudes in difficult terrain.

So I'm very proud of this operational Reserve. But it also requires a lot of commitment by us to support the Air Force and its Air Expeditionary Force. That's a very important commitment to me. We signed up for a certain level of effort with the Air Force, the Guard did as well. I want to do more than what we said we would do. I don't ever want to say no to anything we're asked to do. So we participate in a huge way in every Air Expeditionary Force that is sent forward, and we've been doing

this for several years now. It's a great construct for our Air Force.

Now the flexibility that they give us, and by the way, for the most part, our AEF support has been done with volunteers. The only time we mobilized is the very beginning of the Iraq war we mobilized an A-10 squadron. We do mobilize our cops because we send them on very long tours. Almost everything else we do, in the fighter force and the expeditionary combat support kinds of missions that we do in Iraq and Afghanistan and elsewhere in CENTCOM is done with volunteers. So we are allowed to rotate people some so that we can avoid that mobilization. I think mobilization should be the last resort because it's very difficult on people and their jobs.

Now I don't ever talk about things being more difficult on my family than anyone else's family. It doesn't matter if you're active, Guard or Reserve -- family issues are family issues. There's no difference. But one thing that we do have different in the Reserve and the Guard is jobs that are not in the Air Force. Employers suffer some from their Airmen being gone. They've been very supportive. They don't squawk too much. We work on that very hard. There are a lot of ways that we work on employer issues, but we have a responsibility to the employers to give them predictability on when we're going to take their folks away and when we're going to bring them back. Sometimes those employers require some training on our people to get them back up to speed, particularly if they are in the airline business where there are certifications and currency requirements. So we pay a lot of attention to that.

This Air Expeditionary Force model gives us that predictability that we need so that we can tell that employer for sure when they're going to be gone and come back. Sometimes we make mistakes. Sometimes we have to hold them over because the next group hasn't gotten there due to whatever problem. So we're not perfect at it but we work at it very hard and it's important that we keep doing that.

But this operational reserve I think is the way to do business. We still have a large amount of reserve that you could consider strategic. We can use the whole thing if we have to. We can have a total mobilization if necessary. But so far we haven't needed that.

I think that we have to be operational and be used frequently because there's just not enough money to have a level of effort the Air Force needs to take on without using us. They can't afford to have us if they can't use us a fair amount. This means that our folks get used a lot. You might think, well, that's devastating on them. You know what? It's not devastating on them. I go visit in the AOR a lot, I go to my units a lot and

I visit and I talk to as many people as I can. I don't just talk to the commanders. I try to get a feel of it and a sense of it. I think they're pretty happy.

That doesn't mean that every single person is perfectly happy. They're not. They never will be. But guess what? My recruiting is well over 100 percent. I got my recruiting goal for the year before the end of August. It's not as hard to recruit for me as it is for the Army Reserve or Army Guard, trust me, so truth in advertising. But for seven years in a row we've made our goal, and for about five years in a row we're the best in DoD with respect to our goal. We're doing better than the Air Guard. I haven't figured that one out yet. But we've been well over 100 percent for several years.

More importantly, our retention is good, almost as good as it's ever been. So people don't leave us because they get over-used.

Now there are people that retire, there are some people who maybe get unhappy or feel like they're over-used. Not in big numbers, though. Our retention is very very good and I'm pleased with that.

I think this operational reserve works and in my visits to the AOR I have people tell me, sir, if you could send more from my unit with me I'd volunteer to stay longer. We're allowed to rotate people on tours inside that AEF construct in the Guard and Reserve in some positions, not in all of them, but if you'd send more --

I went to a fire station at al-Udaid, I believe it was, last year. They had 20 firefighters from 15 different units. Some were active, some were Reserve, some were Guard. But if you could get part of a fire detachment from a civil engineering squadron and get more people, they said they'd stay longer. That makes sense. We're trying to do that as is the Guard as well.

The Chief wants us to do more things with units if we can. But we've built a lot of UTCs, unit type codes, we call them, for specific jobs and gotten away from some of the unit business. So we need to get back to the unit business and we'll be a little bit better off there. But volunteerism to me is the key to this.

One thing that I try to educate audiences, particularly that include active duty people who might not know, I can't order my people to go on an AEF. You might think well, he's a big guy, he's important, he's got this big job and he can just tell people what to do. I can't, or my squadron commanders can't go in a squadron and say okay, this next AEF you're going to go, you're going to go, you're going to go. You can do that on active duty.

I can't do it. I'm limited to ordering people to do things two weeks a year.

So I have to ask. Actually I beg. I'll get on my knees and beg. I want my people to go. I want them to volunteer. It makes them better Airmen, it makes us a better Air Force because we learn more about the jobs, you get combat experience, and active Airmen learn more about us and they say wow, these guys aren't any different than we are. They wear the same uniform, they do the same job. They're not too bad.

So it makes us better Airmen to volunteer. So I beg people to go. I think it's important to go, and they've been responding very very well.

So I don't want to mobilize unless I absolutely have to so I keep asking for volunteers, but I have to ask them, I can't order them by law.

Next slide.

When you're mobilized, that's a whole different thing. I don't get to decide who gets mobilized. That's the Secretary of Defense.

Total force integration. I told you a minute ago the Chief is trying to get us -- We've always been involved in a lot of mission areas of the Air Force. My command is the most diverse command in the United States Air Force, I believe, on missions because we do almost everything Air Combat Command does. We do fighters, bombers, combat search and rescue, AWACS, what else does ACC do? Reconnaissance. We do Global Hawks, we do Predators. We do everything Air Mobility Command does. Everything.

We do a lot of the flight testing for Air Force Materiel Command. We do a lot of what AETC does. We do almost everything Air Force Space Command does. We do a lot of what Air Force Special Operations Command does. So we've got a tiny slice of a heck of a lot of stuff so we are busy, we are diverse, mission wise. We're going to become more diverse in the future.

I'm going Monday, a week from today, to Elmendorf Air Force Base and stand up a fighter group there that will have a fighter squadron that flies F-22s with PACAF and the 3<sup>rd</sup> Wing. We're going to have an associate F-22 squadron at Elmendorf. I'm really excited about that. I would not have guessed this three or four years ago. Never would have guessed it. I'm really excited about the possibilities. I'd like to do it somewhere else as well.

So this total force integration is coming into the fighter world, bringing the associated program into the fighter business in a big way, where we've been doing it in Air Mobility Command or its predecessor commands since 1968. Since 1968 every strategic airlift wing in the United States had a Reserve associate wing right beside it on the same base. At Maguire, at Charleston, at McCord, at Dover, wherever else we had them in the past before they were closed. So the C-17 business, the C-5 business, the KC-10 business, we've been doing this since -- well, not the KC-10. Except for the KC-10 since 1968. The C-141s back then. Of course we didn't have C-17s.

So we know this associate business very very well and now we're bringing it into other worlds. We started doing associate in the KC-10 when it began at Barksdale and March and Seymour Johnson in about 1978, '79 when we started buying the 60 KC-10s we have.

Then Special Ops Command and AETC and AFSOC wanted to get into the business. They said this associate thing kind of works. I have 20 percent of General Looney's undergraduate pilot training business. I have pilots at every UPT base flying T-1s, T-6s, T-37s -- we've still got a few, they're almost gone, T-38s and AT-38s. Every single place AETC does that business there is a Reserve squadron there providing both full time and part time instructor pilots to help with that. Twenty percent of the pilot training capability. And we do C-130 training and we do F-16 training and A-10 training as well. Not all of that under AETC.

So we are spreading out into new areas here. General Moseley announced two weeks ago, I was with him at Maxwell Air Force Base when we announced some new associations where active Air Force units will associate with us at Fort Worth, Texas and Homestead in the F-16. Now I'm thinking if he goes to the effort and trouble to set up an active duty fighter squadron associated with us, where we own the airplanes and they fly our airplanes and we fly our airplanes and work on them, maybe that's a good place for an F-35. I think that's what he's thinking. So this is a good thing for us. It's a good thing for a Reserve unit. It's also a good thing for the Air Force I think.

What this will do is bring an active squadron that has more inexperienced pilots to it alongside my squadrons that have some really highly experienced people, just because they're older, they've been around longer, they served in the regular Air Force for eight, nine, ten, eleven, twelve years before they came to me. The same thing for General McKinley's forces in the Guard.

So you can bring these inexperienced guys in and fly with my folks and it will be of benefit to the Air Force in the long run in many ways.

We're going to have an active Air Force AMC C-130 operation at Pope Air Force Base. I'm going to have 16 C-130s there. My wing commander for that operation is here. They've just moved from Milwaukee and will be beginning operations at Pope. The active Air Force will associate with us in the 130 business. We may do that in some other locations. We're going to do it in the C-40 business at Scott Air Force Base.

So all of these total force integration efforts are a big change, a new way of doing business. We'll do some more associations with the active Air Force. They will do some with us. Actually we're going to do two with the Air National Guard due to base closure. At Tinker Air Force Base we have a Guard unit that did fly C-130s and it's associating with my tanker unit now. At Niagara Falls a former Guard tanker unit is going to associate with my C-130 business. We know how to do this in the Air Force because we have always done our training. Our tactics, techniques and procedures are the same. We have the same certifications, the same check rides, the same operational readiness inspections. We all do things the same way and we know how to do it together. We've got great examples in combat of doing this together. At Balad and Bagram in the F-16 and A-10 business. And our totally integrated operations in the C-130 world over in the AOR as we've done in Europe for many years. So we know how to operate together because we do things the same way.

I'm excited about a couple of things that also were recently announced. We are going to move our officer training business from where the Guard, we've been doing it with the Guard in Knoxville, Tennessee for a few years, and now we're going to send all of our folks to Officer Training School. You say wow, why didn't you do it before? Well, they didn't have enough slots for us. Now they do. The Air Force is smaller, they've got the capability. We've always sent the people that went to our flying training to OTS but our other officers that we commissioned, other young Airmen that we send to be commissioned have had to train with the Guard. It's been a great program in Knoxville. But now we are beginning the first of October all my officer candidates will go to OTS. That's a good thing.

The Chief also wants to have General McKinley in the Guard. That will take a little law change, but for me it's not a problem because we're all under Title 10, send people to the Air Force Academy and bring them out of the Air Force Academy and they'll serve their active duty commitment with reserve units. He says this is all one Air Force, we're a major command of the Air Force, I'm excited about this. He wants us to do this. He's asked us to send some nominees to be on the Air Force Thunderbirds team next year so I'm excited about that.

So there is not a part of our Air Force that our Chief doesn't believe the Air Force Reserve should not be a part of. And the Guard as well.

This is unprecedented for me. I'm just tickled to death. It makes me happy to go to work every day because I've got a boss that believes in us. And it's all because our Airmen have performed, I believe.

Next slide.

We do have some challenges. The volunteerism I mentioned earlier, we work hard at this. My worry about volunteerism is that we will change some things in the Air Expeditionary Force that will make it more difficult. As I said earlier, and this is a key point for me. As I said earlier, I cannot order my people to go on an AEF. I can only order them for two weeks. Two weeks doesn't work in an AEF. We need them there longer. We need them there for at least 40 days.

You may not know this, but we've been doing our A-10 and F-16 operation like this for about three or four years now. We send our F-16 and A-10 guys over to the AOR, and that's not just the pilots. That's the maintenance people and the munitions people. People that build up bombs and load bombs. And the people that work on our airplanes and the people that fly them. These people are doing some of the most important missions our Air Force does -- close air support, supporting and protecting Soldiers and Marines on the ground, and our coalition partners.

So if you can send an F-16 or an A-10 pilot or munitions or maintenance people over there for 40 days, and some of them stay 60 days, some stay 120 days. But if you can do it in 40 day intervals for them, why can't you do it with others?

There are some jobs that are blocked out from us other than for 120 day tours. Some of those jobs don't make sense to me. Some of them were at al-Udaid where you're not dropping bombs on people but you're supporting the war effort. So every time they restrict some positions in the AEF like this and say this one has to be 120 days, it is harder for me to get a volunteer to go for 120. I can get some, and I want to do as many 120 day tours as I possibly can because that's easier, smarter, better. But some people cannot go for that long as part-time people.

So if we block a job so that they can't do it, then that person can't volunteer and can't help and that means an active duty Airman goes longer. Goes more often. So I worry about tour lengths and blocking some of these. I fight those efforts as does General McKinley.

There are some barriers to service. It's difficult sometimes to move between components. We're working on a thing called continuum of service so people can move between components easier. It takes too much paperwork, it takes too long to get it done. There are some legal barriers we're working on to tear down.

There are also some barriers to service. Some people want to volunteer to be on active duty for long periods of time and now they're coming up against some law limits on numbers of days that they can serve in a four year period.

This is a difficult issue because if you've got a Reservist on months and months of active duty you might think well, maybe that's a regular Air Force job. Well, it probably is but you know what? We're at war. People are busy. There's a lot going on. We're sending people overseas a lot. So I'd like to tear down that barrier so that we can serve better and more.

Next slide.

There are a few things we work on to try to make things better for our Air Force. Let me just highlight one or two.

There's an equipment account that we are favored with every year of so that helps us improve and modernize airplanes. We have brought some great combat capability to our Air Force with some combat airplanes because we have found some off-the-shelf solutions to some things that have made our airplanes better. These are targeting pods and Rover kits that give you a video downlink. These are datalink systems and other kinds of systems that we have used to improve our airplanes so that they are much better. Embedded GPS INS. Other things. We are looking at helmet-mounted cueing systems. Sometimes we can find a way through this equipment account to modify airplanes to make them better. We're doing A-10 improvements that way. That is a very small amount of money every year that Congress favors us with that brings us great capability to help our Soldiers and Marines on the ground. That's really what we're over there doing. We're providing close air support. That's our job.

Next slide.

This summer I went back through the AOR, went to Balad, visited our F-16 folks, I visited our transportation folks down in Baghdad. Next day two of them were badly hurt. They're still badly hurt. Our truck drivers from Niagara Falls. I went to Bagram, I went to Kabul, I went to al-Udaid. And everywhere I went I found a lot of Airmen -- active, Guard and Reserve -- who are committed to this effort. They work hard for us and they are fabulous Airmen for us and they're doing great work for the joint team.

Down in the lower right is a picture of a young soldier, 20 years old. Let me quickly tell you that story and I'll end. I want to tell you what great young people we have, and about a great medical system we have.

Around here a lot of stories about bad medical care. You know, medical care is not bad up to a certain point. Once you become an out-patient, that's where they found the difficulties. But from the time a Soldier, Marine, Airman, or Sailor is injured in Iraq or Afghanistan, the care they get immediately and all the way to Walter Reed and until they're an out-patient I think is the best in the world. There are some problems with out-patient care apparently at Walter Reed. A lot of commissions have looked at it and they're working to fix those. But let me tell you, we're saving a lot of lives over there.

This young fellow should have died. Actually he did die twice. I was in the Baghdad hospital, downtown Baghdad. Army CASH unit in an old Iraqi hospital on a Friday night. This fellow was in a Humvee that hit an IED on Thursday. So 24-30 hours before I'm seeing him in the hospital, not in ICU but in a regular room, he has a catastrophic explosion that takes off his legs right here. Not down at his knees, up here, as you can see. He's thrown in the water. They pull him out. They give him mouth to mouth and they get him to the hospital. His heart stops twice. They cut him open, they massage his heart and get it restarted. I'm talking to him the next night. Now he doesn't remember that because obviously there's a lot of adrenalin, there's a lot of morphine or whatever else they've got him on, but he was awake and I talked to him Friday night. He's injured on Thursday.

I go through the rest of the AOR, al-Udaid and Bagram and Kabul and I go back through Ramstein and I go visit the hospital at Landstuhl, boom, he's in Landstuhl. I see him Tuesday morning after he's injured on Thursday at Landstuhl. I talked to him there.

Then I got on a C-17 and came home. I watched them put him on a C-17 at Ramstein on Tuesday and he beat me to Andrews Air Force Base and he was at Walter Reed Tuesday afternoon. Injured Thursday, and he's in Walter Reed on Tuesday. That's pretty amazing. A fabulous effort.

He's a great kid. He's 20 years old and other than where they cut him open right here to start his heart, there's not a mark on him above here. A great kid. He's now out in Los Angeles where his family's with him.

We have some great young people in this generation, I'll tell you. I think they're better than my generation was. I

think they are more professional, more dedicated, more disciplined and more focused than my generation was. And I'm not putting down my generation. There are a lot of good people, believe me. I think these folks are better.

I think our Soldiers, Sailors and Airmen and Marines we have serving our nation today are as good or better than the World War II generation we talk so much about, and they deserve great honor. So do these young people.

I have a two star general who works for me, Bob Deigman. He's a numbered Air Force commander. His son is a Marine. He just turned 23 years old and he just deployed in August for his fifth combat tour. He joined at 18 as a Marine and he got sent to the Philippines in the war on terror and then he got sent to Iraq three times. He was injured twice, but he didn't think it was -- Marines are tough, you know. He didn't think it was bad enough, he would not accept Purple Hearts for his injuries. He got out of the Marine Corps at four years, and after six or seven months he missed it so much he rejoined and he redeployed before he turned 23 -- fifth combat deployment.

That's the kind of young people we have today. So I'll tell you, I feel good about the future in this country. I feel good about our Airmen, but also our Soldiers, Sailors and Marines. They're great people.

So that's my story, and I'm sticking to it. What are your questions?

[Applause].

**Question:** Sir, the 1095 rule, if it's not changed can it be made easier to get a waiver?

**LtGen Bradley:** The Secretary of the Air Force has a waiver authority on it, and he is considering it. In fact he's made a decision to push this off one year. So this is getting a lot of study.

I was worried that in October we were going to have several hundred people who were going to, so to speak, fall off the cliff and could not work full time in our Air Force any more. He's pushed that off for a year. I can tell you how many people and what skills every month of the year for the next year, how many we would lose. It's a great capability for our Air Force.

Now the Secretary is worried that they're doing these jobs for three years out of four, this must be active duty work. Well, it probably is active duty work, sure, but that's what we do. We fill in. We help. We deploy or we backfill in the States. He does have the authority to waive it, waive that end

strength. I don't know what he will decide in the end. I'm hoping he'll say let's waive it and let our folks keep working for them because I want to keep providing as many people as I can.

This is good employment for people too. There are some people that want to do this because it's a good job. So I'm okay with that. It's helping the effort. People aren't being put on active duty man days, MPA man days just to be nice to them. We're doing it because there is a need that the Air Force has for their skills and I want them to be able to keep doing it. So we'll wait and see how it comes. We're working on it very hard on the Air Staff.

**Question:** Where's Congress on that situation?

**Lt Gen Bradley:** I would like for Congress to remove that restriction. Actually it came about trying to help us. Nobody foresaw the level of effort for the length of time we have. This actually used to be a 179 day rule. So they changed it to well, you can serve three years out of four. So they made a huge improvement in it. I don't know that they're inclined to change it, but we are trying to get them to remove this restriction. But it actually is an improvement over the way things were for many years. It used to be 179 day limitation. Not it's 1095 which is three years. So we're working with the Hill but we don't have a sense yet for how they feel about changing it.

**Question:** Next year the Air Force Reserve will celebrate its 60<sup>th</sup> Anniversary. In your opinion what have been some of the defining moments or milestones since became Chief of the Air Force Reserve?

**Lt Gen Bradley:** Well, that's a little over three years. Let me think. Defining moments.

I think what I would have to say that I think has been the most impressive thing to me in this three years is the level of volunteerism that we've had. As I mentioned earlier, we've done a lot of mobilizations, don't get me wrong, but most of our AEF support is done without mobilization. That's impressive to me. It's also impressive to me because almost everybody that quizzes me about it over these years about retention is oh, we're driving you into the ground so your retention, you're going to lose people, et cetera. I'm going to lose more people from base closure actions than I am from overworking them in the AEF, I believe.

We're shutting six wings in base closure, and in some cases we're moving those airplanes and starting units in new places like Pope Air Force Base and MacDill. But we've pulled out of Portland, Oregon; we've pulled tankers out of Beale; and we're

pulled A-10s out of New Orleans; and we've shut two F-16 places down, moved their airplanes out. So all of this is terminal locally for people personally, and I don't like it, but we'll be more efficient. We'll have the right numbers of airplanes in more places than we used to have. We'll be more economical, more efficient, at the expense of people but that's what base closure is about. It doesn't ask that. I don't get to move my people like an active Air Force base that's closed. All those people would PCS. I don't get to do that other than for my full time people which is just 20 percent of my force. So the traditional Reservist in Portland, Oregon has got to find a new place to serve. The traditional Reservist in New Orleans has to find a new place, or Selfridge or so forth. Six places I'm closing. So I'm more worried about that. But the retention, getting back to your question, the retention and recruiting has been very gratifying to me based on all we've asked people to do.

So I guess, I don't know if it's a defining moment, but it's been the most impressive thing, the level of volunteerism and people staying with us.

Now, I worry about it every day because people can walk out that door on a moment's notice so I worry about it and we work on it. What I try to tell my commanders to do more than anything is get up in front of their people and tell them thank you for what you do. Hug them. Tell them we love them. Tell them we need them to do more. We're not going to stop asking because this is going to go on a long time, so be honest with them. But really, we need to show appreciation of people. I think that helps.

So the volunteerism and retention has been very gratifying.

The next thing I'd say in answer to what I think is most significant is the opportunities that General Moseley is giving us for the future. Like I said, we'll go through some painful base closures. We've taken the 10 percent personnel cut that the rest of the Air Force has so we've created other turmoil in cutting positions. We shut down a wing for that as well, along with a lot of other restructuring. So a 10 percent cut just like the regular Air Force without whimpering. But that will create turmoil.

So 10 or 12 years from now I think we'll be a much better force because we'll be better positioned, we'll be more economical, we'll have the right numbers of airplanes on places, we'll have the right associations, both active associations and Reserve associations. So I'd say the total force integration things are probably a very defining thing for us. That's because of General Moseley's leadership and vision.

I don't have to say nice things about him because I'm in a dead end job. [Laughter]. But I've got to tell you, I've loved

working for him because he is a man of vision and a man of opportunity for all of us. I have appreciated that very much. Besides that, he's a lot of fun. He's a good guy. But I don't have to suck up to him. [Laughter]. So to speak.

What's next?

**Question:** General, with the FY08 President's budget that hopefully will be resolved, but in addition to that the GWOT of this Global War on Terror supplemental is probably in the range of \$100 billion. Opportunities for Air Force Reserve procurement within --

**Lt Gen Bradley:** We don't go in for -- We will get a portion of that GWOT supplemental. We get what we need. And what have I testified to this year, what I've told the Secretary and Chief. I don't go over on Capital Hill. I haven't gone over this year and said I don't have enough money. I do have enough money because the Air Force treats us right. It gives us the right budget authority.

So I have everything I need in the budget. Now I need some of that supplemental because of use of airplanes and equipment and so forth to replenish some things, but not huge amounts. But we do a fair amount of flying for the Air Force. But I testified and I've told the Chief and Secretary directly, I have everything I need to do what you've asked us to do in FY08. I don't need anything additional. So I don't have any reason to go to Capital Hill and say they're not giving me enough money. They are.

Now I have unfunded requirements like the Air Force has. Many of those are exactly the same as the Air Force and the Guard has some as well. So I have a big list of unfunded things that if there were more money available there's stuff I could use. But to do what they want me to do next year I've got money in the budget. Congress passes that.

I've overstayed my welcome.

**Voice:** No, you haven't. Thank you, sir.

[Applause].

**Voice:** Thank you for your dedicated service. Thank you for being a great leader. Thank you for finding the time to come and talk to us today. On behalf of the Air Force Association I'll give you this booklet. It highlights the Memorial, highlights the history of our Air Force.

**Lt Gen Bradley:** Thank you, I'm glad to have that.

A couple of quick things if I may close with this.

Thank you, sir. Thank you very very much. Thank you for what you and the association do for all of us in the Air Force.

**Voice:** I'll tell you like I told the Secretary. Give us the challenge to help you, and by golly, we will.

**Lt Gen Bradley:** I know you will. Thank you. I'm very proud to have this. I was blessed to be lucky enough to be in this job last year when the Memorial was dedicated, and to be there when that was done, it was an extraordinary event for Jan and me, something we'll treasure forever.

I love that place. I'll retire next year at the end of a designated four year tour in June, and I've asked the Chief if he would retire me and do my change of command at the Air Force Memorial because it is such a spectacular place. I just can't think of a nicer place in the world and it's right here in town.

So thanks for what you all have done to help get this Memorial. It's a beautiful place. I'll treasure this book.

I've been blessed to have this job. I'm a really old guy, about the oldest around. That means I've experienced 40 years of this 60 years of the Air Force and it's been an extraordinary 40 years. But I love going to work every day because I've got such great Airmen out here working for us.

I have a dream job. I'm living the dream actually.

So thank you for letting me come here to talk to this audience and explain a little bit about what we are doing, what we're facing, and what my folks do for us. Thanks for the time, and thanks for your attention.

[Applause].

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