

## Command Chief Master Sergeants Forum

CMSAF Rodney J. McKinley

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**Moderator:** Air Force Association. It's my pleasure to welcome you to the Command Chiefs Forum. What a wonderful opportunity for you all to experience a one-on-one with the Chief Master Sergeant of the Air Force and five of his outstanding Command Chiefs. The other Command Chiefs are in the audience. I understand they are going to make faces and ask the hard questions, so these guys need to be prepared. It's a pleasure for AFA; we're not an officers-only association, we are very much involved with the enlisted force, and it was our pleasure two years ago to be able to initiate a Command Chiefs Forum. It's my pleasure today to turn the podium over to the Chief Master Sergeant of the Air Force, Rod McKinley. [Applause].

**CMSAF McKinley:** Good afternoon, everybody. I want to thank you all for coming here today. We have several distinguished visitors in here. We have some of the 12 Outstanding Airman of the Year. [Applause]. We're going to honor you tonight, but we also have some former Outstanding Airman of the Year from this past year. Please stand up. [Applause].

And we're also very happy to have several officers in here, because we are all airmen and we're all very interested in hearing what our MAJCOM Command Chiefs would have to say. First, I'd like to introduce them. To my immediate left, from Air Education Training Command, Chief Master Sergeant Mark Luzader. [Applause]. From Air Force Materiel Command, Chief Master Sergeant Jon Hake. [Applause]. From United States Air Forces in Europe, Chief Master Sergeant Gary Coleman. [Applause]. From the Reserve, Troy McIntosh. [Applause]. And from Air Force District of Washington, Chief Master Sergeant, Lew Monroe. [Applause].

Chiefs, if you wouldn't mind, I'll start with Air Education Training Command, take about just one minute and have a few remarks and say something about what's going on in your command.

**CMS Luzader:** First, to Mr. Largent, thank you very much for hosting us here. AFA has done another incredible job. It's going to be an exciting week. Thank you very much.

In Air Education Training Command, as you know, we are transitioning to eight and a half weeks of Basic Military Training. We're standing up the new Common Battlefield Airmen Training Course and new combat skills training. Air Education Training Command is moving each day towards becoming more and more expeditionary in the way we train your airman that you take to war, and I'll pass that on.

**CMS Hake:** Yes. Good afternoon. At Air Force Materiel Command, I would just offer to you that we have 14,407 enlisted war fighters in that command in addition to about 66,000 civilians. So many people look at our command as the largely civilian command, but what we do in that command is give to you and touch you every single day here in the United States Air Force, from science and technology to tests and evaluation to acquiring the systems that you have, and then sustaining those systems from beginning to end. We make the Air Force fly.

**CMS Coleman:** I would also like to acknowledge the Air Force Association and the magnificent job that they have done in, particularly under the leadership of Mr. Largent, in reaching out to the US [inaudible]. The United States Air Forces in Europe. It's a wonderful time to be assigned there. We're in the process of reorganizing and retooling. We are now looking specifically south, in Africa. You know, I know when I was a youngster, prior to coming to United States Air Forces in Europe I thought Africa was a country; well, you know, it's a continent. [Laughter]. It's a huge continent, and we are in the process of reaching out and seeing what kind of support we can provide to Africa and taking advantage of the wonderful opportunities that are present there as well as east in the former Soviet Union and what used to be Russia and throughout Europe. So it's an incredible time to be in the United States Air Forces in Europe, and I look forward to your questions.

**CMS McIntosh:** On behalf of the men and women of the Air National Guard and the Air Force Reserve, I'd like to thank each and every one of you for coming. I look forward to your questions. We are glad and proud to be a partner standing at your side, and we look forward to all our current and future missions that we are joined at the hip, and we truly demonstrate the total force integration that we are. Thank you.

**CMS Monroe:** Good afternoon. Thanks to Mr. Largent and this great association for all you do for America's Air Force. We in the Air Force District of Washington know [inaudible] more than anyone else taking care of Airmen, fighting this Global War on Terrorism. I'm glad to share this time with you and glad to be part of [inaudible].

**CMSAF McKinley:** All right. Thank you, Chiefs. Before we get to the questions, I failed to recognize a dear friend of mine sitting in the back of the room, Chief Master Sergeant of the Air Force Jim McCoy, number six. [Applause].

Okay. Who has the first question here today for the Chiefs up here. Sir?

**Question:** Good afternoon, Chiefs. This is sort of a joint question. For the MAJCOM (Major Command) Command Chief, seeing that the majority of our major commands are air components or unified combatant commands, I'd like to know if you would, how often and at what degree do you communicate with the senior enlisted advisor to your respective combatant commands; and for Chief McKinley, if you would, Chief, I'd like to know how often and at what degree do you communicate with the senior enlisted advisor to the Chairman? Thank you.

**CMSAF McKinley:** Okay. Who wants to take that on first?

**CMS Monroe:** I will. In the Air Force District of Washington, being the air component for the Joint Forces Headquarters as a part of NORTHCOM (United States Northern Command) through the Joint Forces Headquarters, we spend a lot of time within the NCR communicating with our counterparts, the Sergeant Major of the Joint Forces Headquarters, talking with Sergeant Major Wood, General Renuar's Command Sergeant Major for the US Northern Command, not on a day-to-day basis but quite regularly. You'll find that in whatever we do, whatever war, whatever the mission, whatever the operation, it's all about relationships. The more intense it gets, the more important those relationships are, so on a day-to-day when you're interacting with them it makes it a lot easier when you go to war when you have this standard order of operations. And I'm pretty much sure it's the same way down the table.

**CMS McIntosh:** Absolutely. The Reserve components are completed integrated in the COCOMs (Combatant Commands). There is daily communication with the advisors there. So, yeah, it's daily.

**CMS Coleman:** In the United States Air Forces in Europe, we have two, and in fact we meet on a quarterly basis, the senior enlisted leadership, and we also meet as a group twice a year and it rotates amongst the different commands. The challenge is with the COCOMs (Combatant Commands) because, for the most part they just support the immediate staff of the combatant commanders and so they rely upon us as senior enlisted leaders within the different components to provide the day-to-day care and feeding of the forces that make up the combatant command.

And so, as a standing order, there really isn't much business unless, of course, you're talking about in CENTCOM (U.S. Central Command) AOR (area of responsibility) where the largest contingent of our force is apparently deployed. So the business, if you will, the day-to-day business is very limited in what we do and, for the most part, it's more at the strategic planning level that our meetings occur. We do, on a scheduled basis, meet at least quarterly and then twice a year as a total force.

**CMS Hake:** If I can just quickly add to what my peers have stated already it's that if you look back over the last 29 years that I've served, what we do today with the joint force arena is so much further advanced than we were 29 years ago. Having been assigned to joint assignments about a third of my career, what we do today is so much better because we communicate, because we go to school together, because we spend more time in the fight together.

What I'd ask of you, as you get into the joint environment, is that you educate the soldiers, sailors, and marines that are around you on the capabilities that the Air Force brings to bear. The Secretary earlier talked about capabilities in relation to the public, but you, as an airman, provide a vital piece in educating fellow soldiers, sailors, and marines on the capabilities that we bring bear, some obvious and some not so obvious.

**CMS Luzader:** Absolutely an outstanding question. The Air Force each day becomes and operates more and more in a joint environment, and we as airmen have to embrace that in many ways.

We just recently held the Basic Military Training Review and it was identified as a training requirement to incorporate joint rank recognition and to use joint tactics, techniques, and procedures in our Combat Skills Training and Basic Military Training.

The Commandant at the Senior Non-Commissioned Officer Academy is in this audience, and she's responsible for airmen that are assigned to joint sister-service schools, the sister-service schools where we have airmen assigned in their professional military education so that we can share that kind of synergy. In addition to that I wrote down that we have joint PROFESSIONAL MILITARY EDUCATION on line, and that's being developed. And we sent senior enlisted leaders to Keystone, which is a joint course.

So that is the future, and it's important that we all embrace that fully, especially when you look at the fact that we've had over 20,000 of us serve in Individual Augmentee and IOO positions and that we have an entire, within the 2<sup>nd</sup> Air Force we have an Air Force group that cares for airmen that are learning joint training and power projection platforms. So it was an outstanding question; thank you for that.

**CMSAF McKinley:** And from my perspective, I think it's very important that we stay in touch with them. I meet with them on a regular basis. I just had a meeting, a conference, a week ago, in the Pentagon, with the senior enlisted advisor to the Chairman, Joe Gainey and all the service chiefs, and also we had in all the COCOM senior enlisted leaders. It was a great time

for us to get together and talk about issues.

Another thing that I've also done is when I send e-mails out to the Air Force, I also send those e-mails that pertain to airmen to the COCOM senior enlisted advisors. And I think that's very important because sometimes in the past we may go to work in a COCOM somewhere, and it's almost as if we have a divorce from the Air Force and we don't get all the information flow, so even though someone is serving in a COCOM (Combatant Command), we still have to keep them up to date of what is going on in their Air Force so when they come back in it's not like they're behind the power curve.

Another thing we've also done, that the Secretary of Defense, Secretary Gates, has done. He now meets with all the service chiefs quarterly and, as a matter of fact this Friday we're having lunch with him for two hours just to talk about what's going on between all the services, and Secretary Gates really enjoys talking to us and we love the time talking to him. So we meet with Senior Enlisted Advisor to the Chairman Gainey on a regular basis to discuss all the issues.

Okay, before the next question, General Hester, Sir, you honor us with being here. Thank you for being in here, Sir. [Applause].

Next question. Sir?

**Question:** I have a question. I hear a lot of the new Combat Skills Training and Basic Training. How do you guys -- how are you going to bridge the gap though for old guys like me who haven't had that training to lead these young warriors?

**CMSAF McKinley:** Okay, I'll start with Air Education Training Command. [Laughter].

**CMS Luzader:** Thanks, Chief.

The first thing that I will tell you is we identified a requirement for Combat Skills Training in the United States Air Force and we're in the process of setting up a Common Battlefield Airmen Training Course at a particular base, and that has been narrowed down. They just haven't decided exactly where yet. In the interim, we're going to do Combat Support Training out in Texas. Not every airman needs full battlefield training. It varies based upon the requirement. I will tell you that in some cases it'll be just in time training, and I think that's what you're going to find in your case.

I challenge all the noNon Commissioned Officermissioned officers in here to take advantage of what you have locally and to embrace those young airmen that we send to you know, that in

the second week of Basic Training are breaking down an M-16 in under two minutes and assembling it in another two minutes. It's a different generation of airman. Every three years in our United States Air Force, we go through a generation of airman. So our charge is to lead them to the best of our ability. I know that didn't directly answer your question, but it's the best answer I could give you right now.

**CMSAF McKinley:** Anybody else have any comments on that one.

**CMS \_\_\_\_\_:** Any base has [inaudible], a security forces unit that if you're really serious about learning and understanding those things. You never deploy, you never have been in a [inaudible] environment like that, you can go by and get some sort of local hey-bring-me-up-to-speed kind of thing, at least so I can speak the language. Especially on an air mobility base where they have exercises all the time as far as setting up bases and digging foxholes and those kinds of things. Does that help?

**Question:** Yes, Sir. Can I add something, please? Have you thought of adding it maybe to the PROFESSIONAL MILITARY EDUCATION system, to where you're actually, okay in Basic Training you get x-level and then at Non-Commissioned Officer Academy or AIRMAN LEADERSHIP SCHOOL you get the next level and then the next level after that, so you get a higher degree of knowledge to lead these combat airmen. And then, you know, you're sending these people there anyway, so you're already spending the TDY (temporary duty) money; maybe integrate it into the PROFESSIONAL MILITARY EDUCATION system so they're getting that level to catch them up so to speak. I don't know. Just a thought. Just a thought. I appreciate it.

**CSM \_\_\_\_\_:** Well with PROFESSIONAL MILITARY EDUCATION there's the whole thing, you've got to watch for a difference between training and education, so you've just kind of got to watch that. And I've had a lot of feedback from some airman that says, hey, you know, I work in this office; that warrior ethos stuff and all that combat skills-type training, that doesn't apply to me because, you know, I just work in this office.

It reminds me of back in 1982, I went to a dedicated Crew Chiefs School. I was a Crew Chief on A-10s, and our Senior Enlisted Advisors talked about what the big picture of the Air Force is. He talked about the big picture. He pointed out the window, and he pointed to the flight line, and he says, you know, everything is about really the flight line. It's about flying and fighting and winning, and that's what we're all about.

But you take the big puzzle or the big picture, it takes every AFSE to make that work, and it takes the person in Finance, it takes the person in Supply, it takes the person delivering the fuel, it takes the people building the bombs, the people loading

the bombs, it takes the crew chief, it takes the pilot, it takes everybody. So no matter where you work in this Air Force, every job is applicable. Everybody should have that warrior ethos and be proud of it, because we would not be able to do the things we do without every AFSE contributing to what our Air Force does.

So not everybody is going to need to have those Combat Skill Training that you're talking about, but everybody should consider themselves as part of the big puzzle to being a warrior and us being the best Air Force in the world.

**CMSAF McKinley:** Next question. Sir, good to see you.

**Question:** The question is how do you feel documenting fitness on the Enlisted Performance Reports and Officer Performance Reports is going to affect the Air Force?

**CMSAF McKinley:** Chief Coleman, could you start off with that one?

**CMS Coleman:** You know, I recently read in the *Air Force Times*, a tech sergeant made a comment about how much of a joke he thought it was documenting fitness scores on the Enlisted Performance Report when technically he only needed to be fit to walk from his air-conditioned tent to his air-conditioned work center and then back from his air-conditioned work center. You know, I can tell you, if I could have reached through the *Air Force Times* and grabbed his neck, I'd have choked the spit out of him. [Laughter].

It really bothers me that we still have people, especially in the Technical Service in our Air Force that can't see the value of being physically fit. The fact that we document it, I think is long overdue, and the fact that we've identified it specifically now as an area that needs attention and to be reviewed on a form is critical, because that, at the end of the day, is what we do.

You know, our nation calls upon us to be ready to go and fight for this country anywhere in the world at a moment's notice, and the thing that separates us from civilian counterparts is, hopefully, our health and conditioning and the fact that we're disciplined, trained warriors that carry out our particular skill sets.

So the fact that we're recording it on our Enlisted Performance Reports is long overdue, and we can kind of like, this guy to my right, he was on the Enlisted Performance Report team that helped put together some of the nuts and bolts that were involved in that process, and he can give you a peep under the tent as to some of the motivation that they used in arriving at that end. So, Jon.

**CMS Hake:** I would just add, not so much about having put the Enlisted Promotion System together or putting the Enlisted Performance Report together, but the ranking people on the team, I just happened to be at the lead at the table and, resoundingly within that group, it said make performance count. And when you talk to the younger airmen that were on that team, and they went from staff sergeant all the way to lieutenant colonel select, it was fitness is a component of wellness.

And if you really truly at the end of the day, my feeling about the fitness program is you only need to go to Walter Reed and see why we need to be fit, and meet people like Dan Acosta. He was on an Explosive Ordnance Disposal airman from out at Hill Air Force Base, and see how quickly he recovered from some very severe injuries that he sustained while he was deployed. And the reason why he recovered quickly was because he was physically fit before he went there.

And then beyond the requirements of the Air Force, I would say to you, at the end of a long duty day, fitness gives you the opportunity to just have energy and the stamina to enjoy time with those that matter most to you. Husbands and wives. Sons and daughters. Moms and dads. And so don't do it so you have a pass mark on your Enlisted Performance Report but rather so you have the energy and the stamina to enjoy life, life as an airman, life as a family member.

**CMSAF McKinley:** Anybody else?

One other side things is we spent last year 3.9 billion dollars on TriCare, and if we become a healthier, more fit Air Force also, that's going to reduce that TriCare and we start having a more healthy family, with proper diet and so forth, and wellness. I think that's going to help us with our TriCare costs also in the future.

**Question:** Concerning PROFESSIONAL MILITARY EDUCATION, what's the look at ahead, because as a shirt I have a lot of concerns with the gaps that we have for senior airmen going to Tech. You have a senior airman who goes to school for three years and then he doesn't go to Non Commissioned Officer Academy, he or she doesn't go to Non Commissioned Officer Academy until twelve years. For example, I went to Non Commissioned Officer Academy 2000. I've yet to go to Senior Non Commissioned Officer Academy. Is there a look ahead concerning maybe consolidating that a little bit closer to fit our grades?

**CMSAF McKinley:** Well I tell you this is one subject I'm very excited about, but I'm going to let Chief Luzader take that one and start off --

**CMS Luzader:** This is an initiative of yours.

**CMSAF McKinley:** I have big concerns in that area. For instance, right now the average time for an airman attending AIRMAN LEADERSHIP SCHOOL is four and a half years, and the next time the person goes to PROFESSIONAL MILITARY EDUCATION, the average, to the Non Commissioned Officer Academy, is fourteen and a half years.

That is a ten-year gap for what I consider the two most important grades in our Air Force, and that is Staff Sergeant and Tech Sergeant. That's those mid-level Non Commissioned Officers that are out there doing the job, turning the wrenches, and doing all the hard work. But they're also responsible for the upkeep and mentoring and retention, discipline of the young airmen, but a lot of times we put no leadership tools in their toolbox for a ten-twelve year gap.

We have Non Commissioned Officers out there leading airmen and their last PROFESSIONAL MILITARY EDUCATION may have been twelve years ago, and that was just a prep course. We've got to fix that. We have amazing airmen out there. We give them great responsibilities. We need to give them some tools to help make them successful, so I'm trying to work through Air University. General Lorenz is being fantastic on this, that we realign when we go to PROFESSIONAL MILITARY EDUCATION. I think at four and a half years for AIRMAN LEADERSHIP SCHOOL is great, but the fourteen and a half is too far down the line.

What I would like to see happen is maybe we line that up to go to NON COMMISSIONED OFFICER Academy at around ten years in the service. And then we go to the point where we send people to the Senior NON COMMISSIONED OFFICER Academy strictly as master sergeants, because right now we have 25 percent of the attendees that go to the Senior NON COMMISSIONED OFFICER Academy are senior master sergeants, and I think that going to the Senior NON COMMISSIONED OFFICER Academy as a senior master sergeant is a little bit late because we want to provide you the tools to make you the best senior NON COMMISSIONED OFFICER you can be. And, as you know, it may take you several years to become a senior master sergeant, and that's too late. So if we change the philosophy of when to attend the Senior NON COMMISSIONED OFFICER Academy and only send master sergeants, I think then you're going to see that time average come down.

So if we go to AIRMAN LEADERSHIP SCHOOL at four and a half years, maybe NON COMMISSIONED OFFICER Academy at ten, and if you bring it down where you have 100 percent of master sergeants attending, then maybe that would be around sixteen or seventeen years, then you go to the Chief's Leadership Course at the average of twenty-two years, you've really taken care of the gap. And if we have all master sergeants attending the Senior NON

COMMISSIONED OFFICER Academy, well then maybe we can even look and question whether or not we need to have people doing the Senior NON COMMISSIONED OFFICER Academy Correspondence Course. Then you look at saving the cost of that time, effort, and money of doing the correspondence course when actually you are going to be attending.

So Air University is looking at this, and we're talking about it and, of course, it takes funding. But the reason that we are probably the premiere Air Force, most respected in the whole world, is not because really of our great aircraft we have, because we have great aircraft but a lot of other countries also have great aircraft. We have the best officer corps, but there is a lot of other officer corps that are highly trained and skilled and so forth, and educated. What makes us different from other services in other countries is our enlisted force. And what makes our enlisted force great is the people we recruit and the training and especially the PROFESSIONAL MILITARY EDUCATION we have, so we need to go down the road and make sure we're given PROFESSIONAL MILITARY EDUCATION at the right time so these leaders can go out there and have all those tools in their toolbox to lead airmen. So we're working hard on that.

Next question. Ma'am?

**Question:** I know that Africa is something that's going to be coming up more in the future. With that new scope of responsibility coming up, is there any concerns about the force shaping and manning that's going on with those new areas of responsibility that we're going to have to cover as well?

**CMSAF McKinley:** Well let me have Chief Coleman from USAFE talk a little bit about what's going on with Africa Command and so forth, and start off that way.

**CMS Coleman:** You bet. Thanks, Chief.

Africa Command will stand up in about two weeks, and during this initial standup it's going to be more of a headquarters staff. And the rest of the support staff and exactly what that area of responsibility arm of that is going to look like is still being decided, I think, as we sit here in this room. And so whether or not it is supported by some kind of reach-back force in the States to provide air support or whether or not another Air Force in the traditional role stands up to support it or whether or not we support it from United States Air Forces in Europe, I think all those options are still on the table and maybe some more senior folks have gone further down the road in making that decision but it definitely is a fact that we're in the midst of reshaping and right-sizing our force for today's and the future's threats.

And I would be less than honest with you if I didn't tell you that I was concerned about it, standing up a new component, a new theater of operations in Africa, there are only six airlines capable that are safe, that you can actually fly to if you were in the center of Africa, say Niger or Nigeria, and you wanted to fly to South Africa, you would have to fly all the way to France to get to South Africa because there aren't any safe airlines that fly that can take to the intermediate areas.

To give you some kind of idea about how large Africa is, you can fit the United States, for that matter South America, Europe and, for the most part, just about all of China in Africa. So it's a huge continent. It really is, in sizes and mass. So the air component that goes there is going to have to have a tremendous capability in my mind to be able to support an area with that much land mass with the means that are there relative to, of course you know what's going on now in the Darfur region and you know of course the US Air Forces Central Command Area Of Responsibility has a little piece of that and so we currently have forces sating out of, and of course Egypt in the northern corner, northeastern corner.

So it's a very dynamic continent, a very dynamic area that will require an air component that's robust and has a tremendous capability, and exactly how our great Air Force is going to solve that problem, like I said, it is currently a topic of discussion in our Air Force today. Great question.

**CMSAF McKinley:** Any of you other chiefs have any other comments to that question? Okay, next question. Ma'am.

**Question:** I have a question for you all. As you know, in November is our first enlisted release that is going to be done universal. After getting a lot of negative feedback from commanders [inaudible] about how the wait that's going to have to go on that's going on [inaudible] and finding out themselves. I wanted to know your perspective, because this has been a great tradition in the Air Force where commanders and senior squadron leadership are going out and providing [inaudible] and now the members are going to have to find out on their own and as far as leadership won't find out for a couple of days afterwards.

**CMSAF McKinley:** Let's start that with Chief Monroe.

**CMS Monroe:** Well Ma'am, I, at the beginning when the announcement of that came out, was one of those who was really taken aback and I thought the Air Force was falling apart and we were getting away from all of those things, the staples of who we are.

Like you say, the senior leadership and commanders and people going out and out letting that airman know that you're

promoted. Then, after we talked about it for awhile and the truth starts to come out and you really face reality, that really isn't what was happening all along. For the most part, everyone found out that you got promoted by anyone but your commander, and the commander usually was the last person that even knew you were promoted. [Laughter]. We know it's true. [Laughter]. Yeah, we do know it's true. [[Laughter].

So I guess in reality it's just the natural evolution of the Air Force. It's what we're becoming. And when you get right down to it, it wasn't happening in a way that was intended. That was just a good fallback. That's kind of the commander's responsibility to let [inaudible] commanders really weren't the ones letting you know. I don't think it's going to affect us at all. I said all that to say I don't think it's going to have any affect at all.

**CMS Hake:** I would just ask for your help, and if you're a supervisor, if someone is going to get promoted or if you give advice to a commander, that even though that it's going to hit the field all at the same time, it does not relieve us of our responsibility to do face-to-face communication and congratulations. In fact, I will tell you that it requires that we pay more attention to that.

So we are a very creative force, and like my good friend Lew Monroe, I was pretty emotional about it when I heard about it the first time. Well you weren't emotional, Lew, but I was. Because I just thought the wheels had fallen off the truck and we were going down a path that just wasn't the right way to go.

But like Chief Monroe said, after you step back for a minute and look at it you say okay, as airmen we adapt and we figure things out and so this just tells us we need to step up and do face to face communication. It does not relieve us of any our responsibility to do congratulations or congratulate people in a more direct way even though the list is distributed all at the same time.

**CMSAF McKinley:** Meanwhile, I'd like to add a little bit on that because as I've traveled around, especially when this first came out, I got a lot of attention on this. I was having lunch with seventeen chiefs, and they were pretty emotional on this subject.

When I first heard about it, I was a little emotional too, because being a prior first sergeant and getting that list early and it's one of those things we really like to do and go get the commander and make all those notifications the night before. But I've kind of learned to sit back and relax and gather the facts and think things out before you get all excited.

So I was talking to the seventeen chiefs, and they were really hot. And I said, well I asked them the question: How many of you, when you got notified on your promotion to Chief master sergeant actually found out from your squadron commanders? Not one. As a matter of fact, almost all seventeen of them for their promotion for master sergeant, senior, and chief had not found out from their commanders; they had found out from somebody else who got the list first and they wanted to be the first: "I want to be the first to tell you but please act surprised when the commander comes around." [Laughter]. And that's not good for the commander. The commander thinks that they're coming and doing a good thing and they're surprising the person, and the person's putting on a show.

So we've tried to go back several times and say that you cannot let the list out; you just cannot do this. Now we have Chief Master Sergeant Pam Darrow in the audience, and she is the Commandant of the Senior NON COMMISSIONED OFFICER Academy. And recently when we were going to release the promotion for Senior Master Sergeant, we had chief after chief calling down talking to her because they wanted to be the first one to notify their master sergeant that they got promoted, ahead of the commanders, but they just wanted to let them know that, hey, I have the list, you made it, and that's all wrong. So it's kind of a farce what we were going down.

Plus the fact that the night before, you have a bunch of people sitting around the phone. The wife says let's go to dinner. No, I've got to be by the phone because my commander may call me. I've been there many times for Passover. [Laughter]. I never got that phone call.

So we don't have to wait anymore. We wake up the next morning. We find it, and Chief Veckley is sitting right here. We've talked at great length about this. We've got the system worked out. We're going to do a test run on it to make sure that when we send out the promotion list, that all the computers aren't going to go off the air and it's all going to work.

So I think in the end it's just an emotional thing and, like the Chief said, it is still the responsibility and still the opportunity for commanders and leaders out there to do those things, to recognize those people that got promoted. So I think it will all work out, and it will be better in the long run.

**Question:** In regards to force reshaping, or the force shaping, the officer's side, they're promoted and they're given a list and said we need you to vet your lieutenants and captains and say this is why we think we need to keep these guys and these are the ones that are lower priority.

Why was that opportunity not allotted for the senior

enlisted leadership to say, hey, we've invested 80,000 dollars in specific training for this guy; we think we need to reprioritize this list? Not based on time and service and whatever class grade they were, but be able to look at it and say, hey, now that we've invested this much we don't think it's a wise choice on the Air Force's side to not allow this person to stay at 3-C, 1N-2, 1N-6, based on the skill sets they've earned through that mass amount of training.

**CMSAF McKinley:** Okay, who wants to take that one on?

**CSM \_\_\_\_\_:** I'd just start and say that we do have a tool for that. It's called the Enlisted Evaluation System, and I see you nodding your head or shaking it. So when we put all fives on every single person, and let's face it, this is the thing that came out in the Enlisted Evaluation System Initial Production Test is that airmen know what average looks like. When they sit in a room full of their peers, they know who the outstanding, truly among the best, are. They know who's above average, and they know where the vast majority are. And the vast majority of our airmen are valued and successful members of our team, and if we were to put some other words other than average on there I would kindly suggest to you that it's valued and successful.

But if you're going to field a championship team, who would you want to keep on the team? Truly among the best? Average or below average or who would you want to do on it? Right now the way the system is set up they're all fives, with a few exceptions. And so then it becomes a timing thing. Whoever happens to come in at the right time to get to Career Job Reservation ends up getting it because by the system looking at it they all look the same.

And so I would ask NON COMMISSIONED OFFICERS and Senior NON COMMISSIONED OFFICERS is they use that Enlisted Evaluation System to identify who the truly outstanding are. So it's a lot easier for the system to see who to keep or who to afford the opportunity to stay.

**CSM \_\_\_\_\_:** Just to go a step further. I think the heart of your question is allowing senior enlisted leadership an opportunity to rack and stack and prioritize those members that are being considered for separation. Let me tell you that's not necessarily something that you would want to do. Because there's so many, and we all see one another through different prisms, and your 1, 2, and 3 may be different from my 1, 2, and 3 and Pacific Air Force's 1, 2, and 3 may be different from Air Education & Training Command's 1, 2, and 3, et cetera.

So be careful what you ask for relative to that, because it's not as black and white as it may initially appear. And I think using the system that we currently use, because of the

numbers, the large numbers of people we are talking about, our system is probably the best one out there.

And, by the way, if there are some exceptions that we feel truly are deserving, our senior leadership, our four-stars have an opportunity to weigh in by name on those members and we get exceptions to policy.

So I think we've got it just about right. Making cuts is hard, it really is, and don't think that this officer cut is somehow easier in the fact that they had to rack and stack junior officers. This last time it was ugly. And some of our finer officers, because they had to rack and stack, got the raw end of the deal as well. So I think we've got it just about right. But it's an ugly time when it comes to force shaping.

**CMSAF McKinley:** Chief McIntosh, could you take a second and talk about the challenges you've had in the Reserves with force shaping?

**CSM McIntosh:** Sure. Actually, I would have loved to have had the chance that you guys had in your rack and stack, because in the Air Force Reserve we close down bases to pay the bill. We also removed Individual Mobilization Augmentees from the active duty force. So it was really, to be honest with you and sadly enough for me to say, there wasn't a quality process in how we got rid of people. We lost really good airmen to pay that bill; 7200 airmen.

So it's unfortunate. I do think the active duty has it down pat as to how they do it. There's always going to be flaws in every system, and everybody's going to be able to pick them apart, but it's much better than you just being told: Your base is closed and go home; thank you very much. And that's what reservists had to deal with.

In the Air National Guard, they paid with money versus bodies, and they're paying dearly for that decision that they made as well. So there's really no good answer to that. But the active duty that you guys got it.

**CMSAF McKinley:** Okay, next question.

**Question:** My question would go to kind of a two-folded one. We have a lot of ancillary training, and it's eating up a lot of time. It's actually hindering us from doing our real-world mission. Is that being looked up? I know there were some time frames that we were kind of cutting down to, but I don't know what they're going to cut to get it down to that.

Secondly, as a reservist, a lot of the stuff that's going online, the virtual, to manning your career, doing your travel,

your orders, all of this, again, is another factor that's eating into our time. It makes it very difficult for myself as a reservist to do my job.

**CMSAF McKinley:** Okay, Chief McIntosh. [Laughter]

**CSM McIntosh:** Thanks, Rod. [Laughter].

We have to be very careful how far we embrace the technological side of things when it comes to the reserve components. It's very easy for us to tell the active duty hey you're going to do this and you're 24/7, whereas with the reserve components, although we have a huge requirement, it's not that. The goal within the Air Force Reserves at one point was actually to be issued by your computer with a CatCard reader, so that way everybody would have the ability or the lack of ability to say they can't complete a task at home. We're looking at different alternative methods for training. We're looking at paying you for doing your training at home, a four-hour period. So there's all these different types of methods that we're looking at to try to create a better environment, or at least compensate you for doing your work when you're at home.

Ancillary training requirements; I mean we're ecstatic that they're drawing those down. The Chief of Staff has given them a mandate as to what that should be. We're anxiously awaiting to see how that all falls out and how that will affect the Air Force Reserve. We recognized a long time ago that the ancillary training requirements were actually preventing us from actually training on our core competencies. The Chief noticed that, they ran it up, and they're going to make a change to that, so we're excited about getting that out there on the street so that we can train on what we will clearly need to be training on. That's our job.

**CMSAF McKinley:** Okay, our time is up and I would just like to add one thing on there. We're working really hard on ancillary training. General Moseley said he wants it to be 90 minutes or less per year. And so we've gone a tremendous way, journey, to get that down to that, so that's an Air Force Smart Operations 21 event that we're trying to reduce that waste and be more efficient in our training.

I want to thank everybody for coming, especially for the Major Command, Command Chiefs up here today. And Mr. Largent, we can't thank you enough for what you do for our airmen. You're definitely a friend of the enlisted force. Thank you so much. [Applause].

**Moderator:** Thank you. Just a small token of our appreciation to Chief McKinley. Don't go too far, so I don't have to fall off. There is a new book that was released last

week called *Soaring to Glory*. It's the story of the Air Force and the Air Force Memorial. It's a tremendous book. They're downstairs, and Walt Boyne, who is the author of this, is available during the Air and Space Conference. But Chief, on behalf of AFA, thanks very much for all you do. [Applause]

**CMSAF McKinley:** Thank you very much sir. [Applause].

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