

Reserve Issues

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MajGen Poulin: Sandy, thank you very much. I appreciate that. Sandy's a great friend of the Air Force. He's also a great friend of the Air Force Reserve. He's a retired brigadier general from the Reserve Command. He served us well for many many years, so Sandy, thank you very much.

Gang, good afternoon. Welcome to everybody. I was not sure when I approached this if I was going to have a large group or a small group. This is like an in-between group, I guess. I had the staff throw some slides together, again, not knowing quite what to expect over here. What I'll do is just give you a real quick update on the Reserve Command because we've had a lot of changes. I see many Reservists out there. You guys will be familiar with that. With other folks it may not be as familiar. You'll get to see some of the things we've been doing, what has changed in the Reserve Command here in the last couple of years, and then get into some priorities and some issues. I really want to go over some of the issues about how we utilize the Air Force Reserve Command today to support Air Force requirements, and then some of the challenges we have out there.

Our mission statement, I throw that up, just a little bit of awareness out there that the mission of the Air Force Reserve is exactly the same as the United States Air Force. We're a Title 10 force, and that's it. We're a Title 10 force, we support Air Force requirements, and we're in the exact same mission areas as the regular component.

We fly, fight and win air, space and cyberspace. As I go through the briefing you'll see that we are embedded in every single mission area of the Air Force.

The value of the Air Force Reserve to the Air Force and to our nation. This is an important concept. What are those things that are valuable about the Air Force Reserve to our Air Force and to our nation? Ready trained Airmen. The Air Force made a huge step many many years ago to put a lot of dollars out there to ensure that our Air Force Reserve is trained to the same standards as the regular component. Over the years we've seen the strategic reserve. We've talked about an operational reserve today and what not. But the fact is that we put a lot of dollars

out there a lot of years ago to ensure that the Air Force Reserve Component is trained to the same standard as the regular force. That means there's no tiered readiness. Therefore, we don't have to, as a first course of action, we don't have to mobilize reserve forces to bring them forward in the AEF concept or for contingencies or other things like that.

We're probably the only component that can really say that, by the way, and I would think if you look at some of the other components and their models out there and you think about the amount of dollars that it takes to bring other components up to speed in terms of readiness and equipment and training and what not before you're going to deploy them, it was a pretty smart move on behalf of our Air Force so many years ago to ensure that we have a ready trained citizen force out there that we can bring on duty on a day-to-day basis.

We're relevant in that we're in the same mission areas. A lot of folks will say listen, we're thinking about divesting this mission and we're going to divest that mission, why don't we put it in the Reserve Command, why don't we put it in the Guard, why don't we put it in the Reserve Component? No such thing. If we are not in the exact same mission area then we're really not relevant. We're an augmentation force, we're a sustainment force, we're a robust type of a force, so we need to be in the exact same mission areas as the regular component. And we are.

Economic, in terms of our force structure. Right? We have about 25 percent full time force. The rest are citizen airmen. We can bring them to duty in a man-day status or we can bring them to duty on a mobilized status, and we can do it immediately because of the organize, train and equip to the same standards. But these people are kind of like a warm body out there just waiting to be utilized and we don't have to pay the 24/7 operations that we have the regular component. We have all this expertise sitting out there so it's a great concept.

Consistent. We hire mostly prior service. We go after about 60 percent, if we can; 50 to 60 percent prior service. We're not always successful at doing that. It depends on how many people are leaving the regular component, but we really try to assess as many prior service people as we can so that we have experience. That will also give us a little bit older force than the regular component, but we have a lot of experience resident in the Reserve Command in every single mission area, and there's goodness in that when you bring these people on active

duty. They're trained and they're experienced in the mission area that we have them in.

Of course the Citizen Airman concept is important. Our people who leave active duty, the regular component, for one reason or another, when they go back to a community and they live somewhere, that's where their family is, that's where their kids are, that's where their business is. They go back to where they live and that's where they participate from. There's a lot of value in having an Air Force resident in the community. People say gee, it's good to see you again. When are you going on duty? You're TDY, you're on an AEF deployment or something like that. It brings in America to the Air Force model.

I threw this slide up just as a little bit, it's kind of tongue in cheek a little bit. There are still people out there that remember the Air Force Reserve as a forward operating agency, as AFRES. A lot of people still refer to us as AFRES. But we're not AFRES, we're AFREC - Air Force Reserve Command. And in terms of the nine major commands in the Air Force, the Air Force Reserve Command is the second largest major command in the Air Force in terms of manpower.

We're down just a little bit, we're at about 67,500 right now. We're down from 74,5000 as a result of PBD-720. But we're not a lead command in terms of acquisition or sustainment or weapon systems, things like that, like Air Combat Command might be, or Air Mobility Command. We're an O&M Command. What do we provide? We provide expertise. We provide ready trained Airmen, aircraft, and expertise to the different MAJCOMs out there.

Our largest customer by far is Air Mobility Command. Some 44,000 of our Airmen are gained by Air Mobility Command. Our second largest customer is Air Combat Command, and you can see where we have folks resident both in the unit program and the IMA program supporting every single MAJCOM in the Air Force, and by the way, the headquarters staff and the joint commands in the IMA world and the other things that we do out there. And I will say this, there's a tremendous amount of anxiety out there to see how many more Reservists, because they're doing a great job, because of that background, because of that experience, because of the organize, train and equip to the same standard, there's a tremendous amount of requests out there for growth in every single MAJCOM that you see here.

This is the Reserve team, I guess, as they have titled this slide. You can see that 65 percent of our force are traditional Reservists. That's a part-time force. That's

our unit program, our TRs. We have 11 percent are IMAs. You put the two together, you've got 75 or 76 percent of our force are Citizen Airmen. They're part-time folks. They live in the community, they have full time jobs, they have full time responsibilities there, yet they train on the weekends, they train on annual tours, and they do an awful lot of production work in the regular component.

Five percent of our force, about 2500 folks are AGRs. Then we have about 10,500 Air Reserve Technicians. This is the backbone of our full time force. These are the folks that run the day-to-day operation. They keep the lights on, build the training programs, and do all the things we need to do to take care of our traditional Reservists when they come in on duty and they need training and they need training plans and they need support, they need to generate aircraft. That's done by that 20 percent full time force. That's pretty efficient when you consider the combat capability that we present back to the Air Force and to our nation with a 20 percent full time force and a 75 or 80 percent part time force.

Civil service. Some of the bells and whistles here for our participation. We've talked about predominantly a part time force. Train to exactly the same standards. The gaining MAJCOMs do all of our ORIs. We don't do our own ORIs. So if we're gained by Air Combat Command, they do the ORI. Air Mobility Command, Space, AFSOC, Air Education and Training Command. We do the UCIs and some of the readiness stuff, but all of our ORIs are done to the same standard, by the way, as the regular component.

We do partner with the Guard and the regular Air Force to support AEF because the people organize, train and equip to the same standard, so they're ready to go. Whether it be strategic airlift, tactical airlift, combat, combat search and rescue, whatever it may be. The key, though, is participation. How do we continue to bring these Citizen Airmen, the 75 percent part time force, how do we bring them on duty to support emerging requirements, increasing requirements? How much can you ask out there?

Think about the time when the strategic reserve and this operational reserve and the same size force with the expectations of service are so, how do you craft a way to ensure that these Citizen Airmen can have the availability and you can bring them to duty and it doesn't break to the point where they don't stay with us any longer.

The key to that is they need to know in advance how long are they going to serve, how long and when? When and

how long are they going to serve? That increases our volunteerism.

Average days of participation. This is just kind of a cartoon to show you the standard civilian out there. I'll try to do a little bit of math here. But if you do five days, working five days a week, four weeks a month, that's 20 days a month times 12 months is about 240 days if you just have a regular five day a week, all these Citizen Airmen have a regular civilian job and they participate about 240 days. They're responsible for doing that. That gives them X amount of time, 125 days or so at home to do other things. This is just your average guy out there. Your butcher, your baker, your candle stick maker, and that's kind of what they're doing.

We add onto that your mission support folks. This is just a general term. To be honest with you, they say 58 days up there. A lot of our folks, particularly in the mission support side, are participating a lot more than 58 days. But that's certainly a lot more than a UTA weekend and an annual tour, some of that kind of stuff, what we ask them to do.

But if you add their civilian jobs on top of what they're doing for the Air Force, then you can see that the balance of responsibility, the balance between the employer and the family and their time off is fairly reduced. Now they've got like 67 days to get in their family vacation and to do the things with mom and the kids and the grandparents and all the other things they need to get in there. This is for a mission support type of a person. And our air crew members really have higher requirements, and this is pretty close. They're participating, all of our air crew members are participating pretty close to 110 days a year per person on top of their civilian jobs. So look where the time off is. Okay? This varies back and forth a little bit, but you've got people making a huge commitment over here to support Air Force requirements, particularly on the air crew side. To be honest with you, if you go back to this one right here, we're seeing more and more folks that are up in the 80, 90 and 100 days of participation also.

What happens is, we have to be sure that when we talk to our Reservists and we work with our employers out there, who by the way have been exceptionally generous in giving, when you consider the amount of years that we've had this participation from our Reserve out here. How do you take care of the employer when their folks are gone this many days to do military duty? Of course your family responsibility.

This is one of our F-16 guys on his way home from an AEF deployment. That's his daughter in his arms there. It says, "I love my daddy." Wouldn't that make you feel good? A good guy there. He's one of our F-16 pilots up at Hill Air Force Base.

But this balance here of the family and the Reservist and employer is exceptionally important as an issue for us on being sure that we craft policy and expectations that we can maintain some type of a balance between these challenges to our Reservists out there.

When you start talking about well, this increased utilization and changing expectations, you know, I joined the Air Force Reserve Command in 1980. We were, no kidding, a force in reserve. We trained in garrison. There was a dark red line between the Reserve side of the house and the regular side of the house. There wasn't any interaction, there was no training, there was no deployment together. We were, no kidding, a force in reserve and we just trained. We trained on UK weekends. If you were an air crew member you came in a little bit more and then you went on annual tour together at Alpina, Michigan or Gulfport, Mississippi or somewhere. It was all good because you went together, you trained together, it was a lot of fun. But all we did was train. We didn't really get in the fight.

This was a strategic reserve. We were flying older airplanes, older equipment. We were kind of waiting for that big Fulda Gap scenario and all of that, right? But some of these things here, Global War On Terrorism, Osama bin Laden, all the different things here have really changed the expectation when our nation needs a robust force, an augmented force, and increased capability. They come to the Air Force Reserve Command, they come to our Air National Guard, the Reserve component, and say can you guys start helping out? This is one of those things when you start helping out, this goes back to the wisdom of the United States Air Force so many years ago to put dollars, a lot of dollars in this Reserve component to organize, train and equip to the same standard. Because when these things happen, all of a sudden we can have access very very quickly to this Reserve component.

I've had a lot of folks say this shift from a strategic reserve to an operational reserve. We see that in the newspapers, we see it in periodicals. Are we an operational reserve? Are we a strategic reserve? And if we are an operational reserve, when did that happen? Did it just happen overnight? Did it happen over a long period

of time? How do you manage that change in service? This is kind of an interesting slide. I'm going to give you just a second to digest some of that.

But this is Reserve participation. The RPA, the Reserve monies appropriated for training. RPA is money appropriated by Congress to do Reserve training, is in the gold, the yellow. That's fairly consistent over every single years, but it basically covers UTA weekends, annual tours, and the minimum requirements to keep Reservists trained and ready. Okay?

The blue portion is what our Reservists do to support the gaining MAJCOMs. All the gaining MAJCOMs I showed you back there just a little bit ago. This is the man days that we do to support gaining MAJCOMs. So all of a sudden we're kind of going on a steady pace here. We're doing about 700,000 man days per year in each category across the Reserve Command to support all the MAJCOMs, year in and year out. There's a certain amount of training, there's a certain amount of operational support. It's fairly consistent. Everybody has the battle rhythm down and things are going fine.

Then all of a sudden after 9/11, look at the increase in operational support. That's the blue portion. That's the MPA days. That's the operational support that the Air Force Reserve Command gives to the regular component, all these gaining MAJCOMs.

You can do the math right there. It goes from 780,000 to 5.3 million in one year. That's an eight-fold increase, folks, and that's not with an increase in end strength. As a matter of fact, over the years here through PBD-720, we've reduced the size of the Reserve Command by 8,000 people. Who's doing that work? The same people that were doing this work over here, the exact same people. So expectations of service. Management of this Reserve force. How do you care and feed for them? How do you encourage them to come to work? How do you encourage them to keep doing what they're doing?

Over time here, it's starting to ebb down just a little bit as we've gotten away from Enduring Freedom and Iraqi Freedom, but we're still doing a heck of a lot of MPA on a day-to-day basis in our Air Force with the Air Force Reserve Command, and a smaller force is doing it today than was doing it back over here with a lot less days. So you talk about OpsTempo.

This is a graph that just kind of lays out the mobilization. We had almost 31,000 mobilizations since

9/11. It kind of shows you a graph that makes sense in many ways. That is right after 9/11 there's immediate access. Everything goes on. We go to full tilt bogey in Enduring Freedom, then Iraqi Freedom. A little bit of anxiety out there about if we call them will they come? We're not real sure, so let's mobilize the Reserve Component. Let's get them on duty right away because we have increased requirements out there. So you see a spike right after 9/11 to cover the Enduring Freedom and Noble Eagle mission. We have a huge spike in mobilizations. There's some volunteerism in there, and then it starts to wind down.

Then we turned around and did Iraqi Freedom right after that. So we see another huge spike in mobilizations there. Then it starts to wind down over time as we try to get away from the mobilization piece because clearly, for our Reservists out there that have family responsibilities, that have civilian job responsibilities, that may own a business out there, a volunteer model gives us so much more flexibility than mobilization. You've got no choice. Once you're mobilized, you come on duty. But we've got to keep these people. We have to find a way to keep them for the long haul.

How many years have we been at war now? And certainly, you look at the OpsTempo since 9/11, we have to be sure that we craft policies in ways to find out that we can increase ways to get our folks on duty in a volunteer status in order to give them the national flexibility. So the blue starts to increase and the red starts to decrease as we start marching away from the mobilization model and we start encouraging folks to volunteer for duty in a volunteer status.

This is just the last couple of years, we've gotten down to about an average of 5,000 requirements is what we buy. There's no training here. This is support for the regular component, all the gaining MAJCOMs that own Reserve capability.

You can see the breakdown between OCONUS, outside the USA, inside the USA, and then the mobilization piece on the bottom there.

We're starting to see, as we ebb down here, we're starting to see an increase again in the mobilizations. It's an issue. You ask why is that? We have stressed career fields in the regular component. As this Global War On Terrorism goes on and on and on, we're seeing many many career fields that are really really stressed on the regular component.

The other thing we've seen is the drawdown in the size of the regular component. We've also seen longer tours. When we get into longer tours, those are not Reserve friendly. Tours beyond 30 days, 60 days and 90 days are not Reserve friendly. When you get into 180 day tours or 365 day tours, then we need to get mobilization authority in order to use our Reserve folks.

Just a quick graphic here to kind of show you, everybody's probably read a little bit about the deploy to dwell and some of the rule sets we're trying to do to put some rigor in the system that tries to recognize when the regular component reaches a certain deploy to dwell ratio, okay, down to one to two or so, this is what generates mobilization authority for the Reserve.

So the old discussion about let's just mobilize the Reserve, let's get the Reserve, we'll mobilize them. It's easier, we'll get them on duty tomorrow, we don't have to worry about volunteerism, we don't have to do that kind of stuff. The fact is, they put some rule sets in here. And until the regular component can demonstrate that they're down to one to two or less deploy to dwell ratio, then they cannot get mobilization authority. They have to continue to access the regular component or get volunteers from the Reserve. This is how we support and supply our AEF requirements. But once they get down to one to two or less, then they get mobilization authority from the Secretary of Defense and we start mobilizing the Reserve component.

You can see the career fields that are already stressed, and you would imagine - intel, security forces, civil engineering, some of the sustainment, some of the nation building and that kind of stuff is going to go on now for a number of years. But this puts some rule sets in there so that we're all on the same sheet of music when we talk about volunteerism and mobilization and how do you justify mobilizing the Reserve component.

To kind of show you where we're deployed around the world. We're not just totally focused on the CENTCOM AOR although that's where most of our people are today. That's where all the action is. However, we've got lots of folks doing PACOM and EUCOM and SOUTHCOM, and NORTHCOM, by the way, is our second-largest utilization of Reserve folks today. Why is that? Homeland security, homeland defense. There's a lot going on there.

This is just a quick lay-down of Hurricane Ike. I'm not going to get into too much detail there. That's pac

airlift, strat airlift, combat search and rescue, all the things you might think we would need a Title 10 Air Force, federal force, in order to support emergency requirements. The thing I would say about Hurricane Ike, as we've learned our lessons from Katrina and post Katrina, is the fact is we've postured all these forces and we used very few of them. That's a good news story for our nation. It really is. The first responders did so well, they really have.

Now there's a lot of destruction, there's a lot of cleanup. They don't have electricity, they need to get ice, you need to get water, you need to do all that kind of stuff, and we had some deaths, but it could have been so much more catastrophic. We all remember the turmoil post Katrina. So we were ready. We postured a lot of forces out there to support the federal requirements if they came, but when you went beyond the city responders, the police, the firemen, the rescue, the emergency responders there, the county and the state and then the National Guard, first responders; when you finally get to the Title 10 forces, the regular Air Force and Reserve component, we were ready to go but we did not have a lot of activity, although there was quite a bit we did do.

Aeromedical evacuation. Quite a bit of that happened ahead of the storm. Moving patients out of hospitals and getting them relocated so they were not in harm's way. We relocated all of our AE folks out of the southern Texas area in the wake of the storm there up to Little Rock. We had all the AE crews postured there, and they were quite busy for Ike here.

Global War On Terrorism. What are we doing with this increased utilization of the Reserve, and increased man days and all the stuff that's going on? What are we doing? What is the Air Force Reserve doing for the Air Force? What are they doing for our nation? I'll let you kind of work through that.

I can just tell you, the take-away here is the variety of aircraft and the variety of mission sets that the United States Air Force is involved in to support national requirements. We're not strictly a CAF force or a MAP force or an AFSOC force. We have mission requirements to support every single MAJCOM and the weapon systems to go with it.

The tankers are exceptionally busy. They're doing a lot of deployments. They continue to support AMC both in the air refueling mission and in the strat airlift machine with our C-5s and our C-17s. Tactical airlift in C-130s. We mobilized those folks for two years right after 9/11.

We just got them off of mobilization status. They're kind of reconstituting. But they're redeploying now, and they're over in the AOR also supporting AOR requirements.

Our A-10s are in the AOR right now doing combat duty. These are great airplanes. We really work hard to keep them up. They're configured as good as any aircraft in the Air Force inventory. They have EFAR radios, they have situation awareness data link, they have LITENING targeting pods, they have the R-210 radios. These are really, really good A-10 aircraft.

F-16s have the same thing. They're all data linked. They've got the LITENING targeting pods. They're getting ready to deploy here in the next AEF cycle.

The A-10s, the F-16s deploy literally every single AEF that goes out there.

Special Operations, they're deployed right now also. They're in the AOR. They're doing combat search and rescue. They're doing work for Special Operations Command. We've had a tremendous amount of growth.

You heard the Chief this morning talk about UAVs and UAS and unmanned aerial vehicles and stuff like that. We've had a tremendous amount of growth supporting unmanned aerial vehicles. Our folks are in position right now in the MQ-1 and MQ-9 supporting Air Combat Command and AFSOC at Nellis and Creech out in Las Vegas. That's where we're putting those programs. You've also got folks flying the Global Hawk at Beale. That's a big growth industry we're trying to posture to help the Air Force as they grow that mission area.

The AEF, we talked a little bit about that. Sixty percent of the Air Force AE capability is resident in the Reserve Command. So our folks have been busy over the last year. We've done all the stateside movements, while other folks are doing stuff, we've literally been doing almost every bit of the stateside patient movements. Heavily postured at Ramstein and Balad also to help out with the AE business. Then some of the mobilization numbers that we've had. A high number of mobilizations since 9/11.

This is a little bit of an eye chart, I guess. I just threw this up here to kind of show you how we support the Air Force AEF requirements and how we've done over the Cycle 6. We're now into Cycle 7, AEF Cycle 7 in each of the AEFs, 1 and 2, 3 and 4, 5 and 6, 7 and 8. I'm going to build a story for you to show you how we've been trying to

craft policy and craft ways to increase volunteerism in the Reserve Command.

Those blue numbers there, when the AEF cell comes in they start to posture forces, or they build requirements to support the AEF. The Reserve Command goes to a meeting out there and we find out, we looked at all the requirements, we send them out to all of our units, then we find out how many people have the time and availability and we'll buy AEF deployments. We come back, and you can see that over the time we've got 380 or 490 or 512. We're in, the folks deploying right now in Cycle 7, 5 and 6, we've got 529 people that we had the initial buy.

After the initial buy, we get that all set up and the regular Air Force goes in and they buy the rest of the requirements, and then when they don't fill them or something happens, they go back and they have a help wanted. We come back out and readvertise and we get more people.

The key for us is to give our people notice and give them predictability. So the blue number is what's important. We want as big a blue number as we can possibly get.

Look at where we are now as we're buying Cycle 7, 7 and 8 over 5 and 6. We jumped up from 529 to 700 - that's a 50 percent increase. I'll tell you a little bit about that in a second.

Also look at the aviation buy. We went from 310 to 587. And here's the weapon systems down here. KC-135s, C-130s, F-16s, H-60s, MC-130s. This is a good news story for our nation, it's a good news story for our Air Force, and it's certainly a good news story for the Air Force Reserve Command because we're increasing volunteerism, we're getting more and more people in the fight.

How are we doing that? Why is that? Well, one thing we've done, is we've gone back to an AEF model. We have 36 wings in the Air Force Reserve Command. We have a bunch of groups. We have people postured all over this country. We've taken all of our units and totaled them. This is where you are. You go all the way out to May of 2011. We've postured every single unit in an AEF bucket.

So now a commander can go back at a Commander's Call on a UTA weekend and get everybody together and say folks, if you are the 9/11th in Pittsburgh, you are going to, well, we're past May of '08. That's Cycle 7. Let's go out to January of '10. If you're the 9/19th at Eglund, the 4/43rd

at Lackland, you can tell your folks - this is mainly ECS by the way, but you can tell your ECS folks you are going to be in the bucket then so you may as well start planning on it.

Go talk to your employer. Tell your employer that there's a chance that you will be deployed on an AEF in January of 2010. You can start crafting how you're going to do that. You can set the expectation with your civilian employer, you can craft expectation management with your family. We put some predictability in there. Then of course you know how long you're going to go for. Okay? That's 120 day deployment or some iteration of that. We've got it all the way out to 2011, so people now, years ago by the way, after 9/11, in order to maximize the flexibility we sourced across all of our units. Every single AEF buy we went to every single unit and we tried to get requirements from that. There's no predictability. So it was really tough to give our folks a little bit of heads up on what's going on. So this has helped a lot.

So when we go back to this one right here, you see that we've gone from 529 to 774, that tells us that we're doing good. We're seeing more people volunteer for AEF requirements which gives the regular deployment some relief.

The other thing we did, as we sourced our people and sent them out there, we typically bought small UTCs. We sent them across the entire AOR. We might have sent them to 15, 16, or 17 bases. Think about that. If you're home, and particularly if you're a Reservist, you come in UTA weekend, you train together, you want to fight together. If you go in there and buy three and four man packages and send somebody to Balad and somebody to Kirkuk and somebody to Al Udaid and somebody all across the AOR over there in a small package, you don't deploy with your buddies, there's not a sense of camaraderie and you kind of come back going like it was okay, I did it, but I just didn't feel real good about it.

So we went out and bought kind of three bases. I shouldn't say we bought three bases. What we do is we focus on three bases. We try to buy as many requirements as we possibly can at those three bases so we can build larger UTC packages for security forces and our civil engineers and our medics and all the different people that we go over there to support requirements, we're trying to focus on three bases. That way when they go they feel like we're at home, we know we were going to go because we were in the bucket, we know two or three years out we were going to go, we know where we're going to go, we know how long

we're going to go, and we can all get ready for it. We can talk about it, we can do all that.

I was at Andrews not too long ago getting on an aircraft to go somewhere and there were some aerial port people there from a Reserve unit. I started talking to them, what's going on in your life? Well we just got back from an AEF deployment. No kidding. How did it go? It went great. Best one we've ever had. Holy smokes, that's music to my ears. Where were you? We were at Kirkuk. Our whole unit went. The first time ever the whole unit went and it was fantastic, General. It was really great. If you guys will keep doing that, we came back, and by the way they didn't come back and say we don't want to do this again, we came back and said you know what? It wasn't the best living conditions, they're better than they used to be, but it's improving every day. We all went together. We feel good about it. And now we're getting ready to set up our next deployment. We have more volunteers than we have requirements for. So I think we're making some progress there. I think we're doing well.

So we're doing all that kind of stuff. It also gives us a chance, if we buy larger UTC packages it gives us a chance to buy leadership packages also. We want to get as many O6s and senior NCOs, E8s and E9s and we want to get group commanders and wing commanders and O6s in the AOR to give them experience and give them a chance to apply their craft also.

So here we are for AEF 7, numbers 1 and 2. Take a second to look at that. You'll see across the entire Air Force, the Air Force Reserve Command supplied the second largest number of full colonels in the AOR for that particular AEF, right behind ACC. ACC is the largest MAJCOM. But we did pretty darn well as far as buying requirements and getting senior officers over there. A lot of them coming out of the IMA program which is a great success story.

We're doing the same, I didn't have the second metric up here, but we're doing the same for our senior NCOs. We're buying a lot of E8 and E9 leadership packages also.

What allows us to do that? We're buying big UTCs, we're buying big packages at fewer bases. Once you start doing that, it's really been a really, really good model for the Reserve Command and for our Air Force.

Here's metric that we use just to kind of look at it. Go back here to January of '06 and you can see that we were getting about 400 on every AEF. We've doubled that because

of the things we just talked about. So I think we're doing well. And by the way, we haven't declared victory yet. We're going to keep working this and keep working this. We're going to find more people to go each and every time.

These are the things we're doing. Tour lengths, by the way, we are in a constant battle trying to, we've got to recognize that shorter tour lengths are Reserve friendly, longer tour lengths are not. So if we go out and buy a 180 day requirement, what we'd like to do is break it into three 60 day tours. So we'll buy one requirement and fill it with three people. We need that flexibility. We have to find a way to do that. Or maybe more. Maybe - We're finding the sweet spot is 40 to 60 days. If we give the people the predictability, they know when they're in the bucket, they can definitely get 60 days off. Then you the deploy to dwell time, they don't have to it until five time that later. They can craft that expectation and it gets into a regular TDY. So we're making a lot of progress here.

Assured access is some of the things we're talking about in terms of the rule sets. If you anticipate mobilizing at a certain point you have to meet certain standards out there. That's going to be a win/win also for our Air Force.

Let me change gears just a little bit. This is BRAC. We would never in the Reserve Command have asked for a BRAC like this. We have a lot of units out there. This slide just kind of shows you, we have 26 of our units, 36 wings. Twenty-six of them were impacted by BRAC. We shut down five units.

The only point I'd make, the issue on this is turmoil. There's a lot of turmoil here when you do a BRAC of a Reserve unit. You shut down a unit, you realign the mission, you change people. We don't have the ability to PCS our force. We have no funds and no authority to PCS an IMA or a TR. You can't do it. Even our full time force, there's no force move of our Air Reserve technicians either generally across -

As a matter of fact I was just talking to the Commander at Selfridge up here. We just realigned that unit from Selfridge, KC-135s, their manpower are going to go down to MacDill. They're going to do the same mission. They're going to do KC-135s at Selfridge, that's been a unit there for a lot of years and very successful; now they're going to go down to MacDill and do that. The wing commander went down there and he was able to get 15 percent

of his full time force to go down there, and he only got 9 percent of his part time force to go down there.

Why is that? That goes back to value of the Reserve. People live in the community, they have families, they have relationships, they have reasons that they're not going to go.

Now I will tell you, it's not that we're unsuccessful. We're not unsuccessful down at MacDill. We sent some recruiters down there and we're doing well, but believe me, where are you going to find a jet engine mechanic if he doesn't go from Selfridge down there? [Laughter]. Where are you going to find the avionics technician? You're not going to go down to the Honda dealership or the Toyota dealership, right? So this is a challenge for us. It's a huge challenge. It's not as simple as just saying hey, we're going to change the mission from Selfridge and move it down to MacDill. Just PCS everybody down there. You can't do it.

To be honest with you, this is such a big BRAC, we thought we'd see more people go down there, but the numbers really are not very big. So it's a huge challenge now to get into a new area and recruit to this new mission and stand it up on time.

So a lot of turmoil as we go through BRAC. The only good news about this is if you look down here you can see the gray means complete. We're almost finished with BRAC. It was a tough one in terms of manpower and realigning and taking care of our people and taking care of our families. At the same time we're trying to support Global War On Terrorism and all this other stuff. We're going like okay, touchdown Air Force, we're just about finished. Right? Not quite.

TFI. Okay, we've got 43 TFI initiatives. This creates manpower changes, new missions, new associations, new alignments. This is turmoil again. Meanwhile they're supporting day to day training, they're supporting Global War On Terrorism. We have increased utilization, we have OpsTempo, and by the way, this is what we're doing. Look at the mission areas and look at what we're doing for our Air Force in this new TFI concept. This is the way ahead. We're not going to back off from TFI but there's a lot of work to do here, and believe me, if you were a leader, and you are a leader out there, there's no way, if you're trying to set up one of these, you can't go anywhere and grab a cookbook and open up a recipe for TFI. Every single one is unique, every single one is different, and every single one comes with its own challenges. So there's a lot

of work here to set this up. We'll see a lot of this kind of stuff in years ahead.

What kind of missions are we doing? Our F-16 units, we divested the aircraft to Hill. We already have a classic associate going on there where we're associating with the regular component up there at Hill. We're looking for Air Combat Command to put about ten pilots and 125 maintainers in at Homestead and Carswell. Those two units have to rain down right now to do a single AEF deployment. If we put a small active duty package in there, that generates enough full time manpower to let each of those units deploy independently and support an AEF requirement. That's increased combat capability. So there's goodness in that model while we're doing that.

A-10s at Barksdale and Whiteman. We're looking at adding active component in there to do an active associate. We're doing A-10 FTU down at Davis Monthan. F-22s at Elmendorf and Holloman, we're just standing the Holloman one up. We're already about a year into the Elmendorf one. We're doing F-15 aggressors at Nellis, F-15E, FTU at Seymour Johnson. Ops Centers all over the place. There's a great demand out there for air operation centers and DGS systems at Beale and a lot of growth at Nellis in the Air Warfare Center also.

In terms of mobility air forces, we're doing some great stuff. We've had a relationship and associate model at AMC for a lot of years in air refueling and strat airlift. But we haven't done a lot in tac airlift so we're seeing some new associations. Pope Air Force Base, we just put 16 C-130s into Pope. The Reserve will own that mission, then the active duty will associate with us. It will be an active associate. We're there to support the 82nd Airborne. That's going very very well. But expectation changes and how we do business. The active's not used to that relationship. Normally they own the mission, they own the aircraft. In this case it's the other way around. A lot of work going on to make that happen.

Air Education and Training Command. We're doing the F-16s at Luke, C-130s at Dobbins, and F-35s we're hoping to stand up wherever the F-35 comes up. We're positioned already at Eglund and some other places at Hill to support the F-35 program.

A lot of growth in Special Operations. The 9/19th at Duke. Those people are fantastic when they come on duty. That's the highest, 9/19th has more awards and declarations than any unit. When they go to war they really get a lot

of bang out of those folks. Silver Stars, you name it. DFCs, Bronze Stars. This unit is the most highly decorated unit in the Reserve Command.

A lot of growth in space also. Just almost insatiable.

This is just a notional slide. This could change, and maybe it does change almost daily, but this is kind of the future laydown of where they're looking at new weapon systems. And everywhere you see a dot there, a star, the Reserve Command is already resident in a mission there. So as we look at the light blue, which is F-22, we already have a Reserve mission there. We already have a unit there that can support an association of the F-22 at Holloman and at Elmendorf.

F-35s you can see at Hill and Luke and Fort Worth and some of the other places. We're already positioned there to support emerging requirements that the active duty may need, an augmentation of sustainment, of course the Reserve Command is already resident there so as these emerging missions go we'd be ready to support them.

The same thing for the KCX. I just talked about MacDill, but we also have a Reserve unit in the air refueling at Seymour Johnston, and Andrews and Grissom and McConnell and March. So we're positioned I think very very well to support emerging requirements for our Air Force in the years ahead as they get the new weapon systems on board.

Challenges. Money. It's all about the money. We always have certain budget challenges. We do a lot with NGREA. We work very very hard to be sure that we get NGREA monies that we can use very well. The story there, of course, at our test site out at Davis Monthan we've just done a tremendous amount of work with our NGREA funds. EBAR radios, datalink, R210 radios, software updates to the fighter jets, LITENING targeting pods. We just did helmet mounted queuing systems and what not. We use that NGREA money to modernize the current inventory of Reserve aircraft.

Reconstitution. We're looking as the regular component levels off at 330,000, we're looking to get a buy-back with the Reserve also. We'll take that end strength wherever it may be. We're hoping to get somewhere between 4,000 to 7,000 people back. The Air Force will define where they need that end strength to meet emerging requirements and we'll put that end strength out there. So we're waiting to see how that plays out.

We're doing pretty good on flying hours right now. Training requirements, we're doing okay also. We're actually doing so many MPA days that when Congress appropriates RPA for us, we're holding our own there. We're pretty healthy in that area.

Recruiting and retention. We typically lose about 13 percent of our force each year because they leave for one reason or another, we have retirements. So over the year we look at about a 13 percent attrition. That requires our recruiters to recruit about 8,000 people a year to keep us healthy. But because of the BRAC and some of the other things that have gone on we're up to about 16 or 17 percent. So I don't believe it's a tipping point because of the OpsTempo. I believe it's a result of all the BRAC that I kind of showed you on the slide thee and all the changes and people not being able to move around. So we're hoping to get back into a steady state where our recruiters can go out there.

But new mission areas, new locations, new dynamics, not as many prior service, a lot of challenges for us in terms of recruiting and retention in the years ahead. We finished up the BRAC and we support emerging requirements and TFI issues in the future.

That's an F-16.

There it is. That's our story. We've got plenty of time here to answer questions. I'd love to hear from you. Any thoughts you might have, or any questions you have about our Reserve Command and things we're doing. Any other issues that maybe I didn't get a chance to address here with you today.

Question: You spoke about how the Reserves are posturing to become part of the UAV program, actually 235 and KCX. Can you talk a little bit about how the IMA program, the traditional Reserve units, will fall into Air Force Cyber Command once it's back online?

MaJGen Poulin: Well, we need to see what's going to happen with Air Force Cyber Command. Sometimes there's a little bit of putting the cart before the horse. We really need to define exactly what is Cyber Command going to be. How big is it going to be, where's it going to be, and what's their requirement? So I think the first thing to do is settle down just a little bit on Cyber Command and let that play out a little bit, and let's really get Cyber Command in focus and decide is it going to be a command? Is it going to be an agency? Is it going to be a subset of

something else? Then as they decide that, they will define requirements.

We have already postured nine of our com units and some of our intel units to the cyber mission, but right now we're in a holding pattern with cyber and we will wait to hear what the exact requirements are before we posture any more forces to support that. That makes sense, if you think about it. It's a good mission. We'll be there with Reserve Command. We will be.

Question: Sir, as you had to move some units around with the BRAC, has there been no extra authority or no extra way to go in and, I don't know how you get a family to move if you can't help fund them, particularly if they're going down with a direct BRAC move. Is there no work-around or some way to kind of --

MaJGen Poulin: There has been some. But the people don't want to go. That's the value of the Reserves, people are community based. You can give them all the money they want, but that's where mom lives, that's where grandma lives, that's where the job is. They're not going to go. You can't give them enough money to do that.

We have some legislative authority, though, that gives us the ability to pay people UTA travel. We normally don't do that, we don't get travel or per diem on UTA weekends, but we can do that for units that are affected by BRAC. We've had legislative relief on that, and that's been very very successful.

Question: Sir, can you talk a little bit about how you incentivize, or employers, how they work with you to make this happen? It's got to be a good news story there that many of us don't really understand.

MaJGen Poulin: It is. We've all seen employer support in the Guard, the SGR, and Omnibus and all the different things that are out there that focus on the employer and it's the right thing to do. When you consider the Air Force Reserve, the Air National Guard, the Navy Reserve, the Army Reserve, the Army Guard. There's a huge Reserve component out there that's busy right now.

So how do you incentivize the employer? These people are exceptionally generous when you consider the amount of time that they give these Reservists off. It's a remarkable story. What do they get in return? They have to hire the people back, so you're not going to backfill and stuff like that.

The fact is the things we're doing here to put predictability in the system so somebody doesn't come in and say listen, I'm leaving tomorrow. Give the employer some time.

As far as financial incentives and things like that, there's really not a lot out there. We've got to work with them. We want to give the people as much predictability, as much notice about how long and where you're going to go and when you're coming back. Then every single commander in every single unit has a program out there to bring the employer support people on the base, to try and recognize them and thank them. We fly them in our aircraft, we take them around, we show them our mission, we show them what a great job their people are doing for us when we bring them on duty. So we thank the Reservists and we bring the employers in also when we do that. That's a very very busy program.

Question: Sir, I've heard rumors [inaudible]?

MaJGen Poulin: There are a lot of initiatives out there. The ROA, the AFA, all the different groups out there are working. Most of that requires some type of a legislative authority, legislative action. Nothing we can do within the Reserve Command. We support those kind of things. Anything we can do. Like I say, it's just remarkable. You think about it. All these years we're doing this. When's it going to slow down? I don't see it slowing down any time soon. So we need to find ways to thank these folks. We do it by bringing them out and taking them around, showing them our facilities, put them on our aircraft, we take them places. We'll see where the legislation goes in terms of other incentives.

Question: Sir, this is a question about training. You talked about a lot of vacancies, for instance, when you had to move to MacDill. I haven't seen a lot of opportunities to retrain, and normally those opportunities have to be unit funded, for instance to go from one AFSC to another. Is there any pot of money in the Reserves that you would actually retrain say an officer for another position?

MaJGen Poulin: Yes, there is. We're centrally funded at Reserve Headquarters. It starts at the unit, though. If you apply for a position at MacDill, for example, or somewhere else, you don't have that particular skill set, then it will be up to the commander if he wants to hire you in that, then he would apply to the command for training dollars.

We do have a program to support that. If he sees you and you're not trained in that career field, and he sees somebody else who is, he then decides to hire that person in there because he doesn't require training dollars. But on the other hand if he has a vacancy and you have a desire to do that, he can't fill it, we have dollars to do cross-training.

Question: Sir, I'm an active duty C-130 pilot, I'm a combat veteran, also a combat veteran [inaudible] active association and now I'm at Pope doing the same thing.

MaJGen Poulin: Are you at Pope now?

Question: Yes, sir.

MaJGen Poulin: Great.

Question: At the worker bee level, the crew dog level, it's the best thing. Most of the folks, 99 percent of the folks get along great. But without fail every 24 months when my active duty group commanders swap out, there would be about a six month education period as we try to educate our active duty boss, this is the way the Reserve system works and all that. I'm just identifying, there's a shortfall in knowledge not necessarily at the captain/major level, but at the O6 level about how the Reserve works. I know it's plain to everybody here, but there ought to be something at the Air University or ACSC, some mandatory training. This is how the Reserve system works so we're not constantly having to educate our boss --

MaJGen Poulin: You bet. [Laughter]. This TFI business is actually fairly new, if you think about it. All the different TFIs out there. Like I mentioned earlier, you can't go to the cookbook and then go to a recipe about active associate Pope Air Force Base, C-130 and then the new group commander opens it up and says ah, okay I get it. Two of these, one of those. You know, double down here, I'm okay, right? We don't have that. Air University is a great place to start, though. We need to build that into the requirements, both of our enlisted force and our officer force.

Look how many of the TFIs I showed you there. The Air National Guard has a ton of them also. The way of the future is going to be all these associations and integration, so we're going to have to understand expectation management. Is it good, is it bad? It's change. It's not good or bad, it's just change. It's going to be the wave of the future, so we need to build that in. I suspect ten years from now we'll say do you

remember General Poulin was up there talking about this, and it was all over the map? I can't believe how coordinated it is today. Hopefully we'll have that cookbook and the recipe and all that up there a few years from now. But we do need to build all that into our program.

A lot of people are talking about it, thinking about it. You're exactly right. Thanks for what you're doing at Pope. That's going to be a great operation, by the way. The 82nd loves it. They really do.

Question: Sir, [inaudible] Operations Center [inaudible]. My question is in regard to [inaudible]. With the advent of the [inaudible] because of [inaudible]. Is there some thought given to [inaudible] by exception for those [inaudible]? A second [inaudible]?

MaJGen Poulin: Captain Martin is my aide-de-camp, write that down and fix it. [Laughter].

I have no idea how to answer that, to be honest with you. We will look into that and try to fix it for you.

Question: I know the Guard has nominated General McKinley for a fourth star. Will there be any benefit? Now you're number two, [inaudible], will there be any benefit or any discussion of the Reserve Commander being a four star?

MaJGen Poulin: We don't look at it that way. General McKinley will not be the Director of the Air Guard, he'll be the Director of the National Guard. That's about a 500,000 man force. That is a big force out there with a lot of mission and a lot of capability and a lot of need for requirements, acquisition, and a lot of stuff out there. The leverage that brings to the Guard, particularly the Army Guard, I think is very very important. So I think there's value in that.

Right now, and I would speak for General Stenner, I don't think we see a need in the Air Force Reserve. We are doing quite well, we're funded well, our models are doing well. So I would say for the Air Force Reserve Command, the answer would be no. We're doing well.

Question: Sir, I kind of have a two-part question. I'm in the 135s out of McConnell right now flying with the Reserves. I took off to do this for a year.

My question is, after a period of mobilization, do we typically see a drawdown in the Reserve as far as people separating and getting out?

MaJGen Poulin: No, it's just the opposite. We do not. I may have made some references to the tipping point and stuff like that. We do have some retention issues in certain areas, but by and large our people are staying. People are volunteering more and we're doing quite well. But we cannot let up a single day, not one single day, without looking at ways to make sure that we're taking care of our people when they come on duty. If that means putting them in a predictable bucket, if that means working the tour lengths, if that means buying the bases, if that means increasing leadership opportunities, if that means pay and incentive and entitlements, we cannot give up a single day. As this thing goes on, at some point, I don't know what it's going to be, we may hit that tipping point.

Go back to that bar graph I showed you. You look at the amount of days that these Reservists are participating out there with actually a smaller force, with an eight-fold increase in requirements, we are asking these people to do a lot. So that goes back to the employers and the families and the Reservists and the policies, all that kind of stuff. It's very very important. So far we're hanging in there, and I guess I should knock on wood because we've got a remarkable command. I'll tell you, we ask a lot of our people and they continue to excel. They really do.

Question: The second part of my question is, what do you see as the biggest challenges in the Reserve and Guard for recruiting and retaining people for the long term?

MaJGen Poulin: The biggest challenge for recruiting and retaining. Well, the retaining I just talked about. All that goes into retaining. In the recruiting, in our command we recruit 8,000 a year is our bogey. We haven't missed it in ten years. So what we do is offer them an opportunity to serve. A lot of people get out for a lot of different reasons, but I think they really like serving. I really do. Give them the opportunity.

That's one reason that we are in such a variety of mission areas out there. We try to support every single mission area the Air Force has. So if you get out and you're a space warrior, we can take you in the Reserve. If you get out and you're an F-16 warrior, we can take you in the Reserve. If you're a UAV or a UAS warrior, we can take you in the Reserve. If you're a medical person, if you're a civil engineer, if you're a doctor, if you're a lawyer, whatever, we can take you. So we ensure that we're an

every single mission area Reserve so we can capture these people and bring them in. We can incentivize them about continuing to serve.

You can get out, you can certainly make more money on the outside. It's about service, it's about camaraderie, it's about doing what you think is right. That's what we try to sell, it's as simple as that.

Question: A question about the orders. There was a bullet on your slides about voluntary orders, mobilization orders, trying to merge the two. Is there a timetable on that, sir?

MaJGen Poulin: On the orders themselves? We're not trying to merge the orders. We're actually trying to craft the predictability and the rule sets that determines when is the right time for the regular component as they try to access the Reserve in order to default to a mobilization model versus a volunteerism model. The orders are essentially the same, it's an active duty order. One gives you the flexibility, though, about how long you can be on orders and when you can come on orders. The other one kind of says here's your mobilization order. You get to come on duty for this long at this place. Unless I misunderstood that, we're not trying to merge the orders.

Question: I'm sorry, I misspoke. I was saying, the Chief was talking earlier about trying to drop the word volunteer from voluntary orders, especially for MPA days. You get a lot of kickback from your employers, or as they were joking, from your spouses on having a voluntary set of orders versus a mobilized set of orders under [inaudible] mobilization.

MaJGen Poulin: That kind of goes back to the business about being predictable. If you can't work it out with your employer, then you can't serve. If we need you and we can't get you because you can't work it out with your employer and we need all your skill sets, then we're going to mobilize you. So there's all sorts of rule sets in there. It's really not that hard. You know when you're in the bucket, you know when you're going to serve, you're a volunteer to be in the service, we expect you to serve. When your time comes up, volunteer and come on duty. If you can't work that out with your employer and we don't have mobilization authority because they haven't reached that deploy to dwell, then you don't get to come on that tour.

On the other hand, if the regular component can't meet requirements and they're in there, even if you don't want

to come if you're in the service and you get mobilized, you get to go.

Question: I'm retired from the 9/27th Wing at Selfridge. I retired December of '93, this BRAC didn't affect me.

MaJGen Poulin: Do you want to go to MacDill?
[Laughter].

Question: -- potential. What I'm saying is that BRAC hurt a lot of people. A lot of full time people could not go down there because their wives have jobs here, their families were here. They had to get out, they had to find civilian jobs elsewhere. Part time people got out because they didn't want to commute back and forth. Now did BRAC take that into consideration, that they lost a lot of good people, a lot of good, well-trained people.

MaJGen Poulin: They did. Thank you.

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