

## "Air Force Personnel Issues"

Lt. Gen. Dick Newton

15 September 2009

**Lt. Gen. Newton:** Thanks, Buck. Good morning. Good morning, everyone. [Applause]. Thank you, Buck.

Well, by the way, if you think that -- this is not the Tuskegee Airman or a concert -- that's just down the hall. That's the main draw, I believe.

Good morning to everyone. It looks like we've got a Standing Room Only. This is going to be interesting.

I think we've got some alumni from the Air Force A1 Command. I know General Robertson is in the house. He has got some alumni on him. Any other alumni out here? From the -- okay, good, good. Floyd, that's right. So good morning.

We've got the Chief Master Sergeant of the United States Air Force, he and his wife, Paula, with us. [Applause]. All hail. [Applause].

So the Chief and I -- I've been sitting on boards and doing things and he has been off and running. I know Paula has been out and running. This is the first time we've really had some time just to talk. So it's amazing what the last two months have brought.

Good morning. As Buck mentioned, I am your Air Force A1 and your Deputy Chief of Staff for Manpower, Personnel, and Services, and all things people. It is really a great opportunity, both from a professional standpoint and a personal standpoint.

This time last year I could lay out an excuse and say, well there's this guy named Brady who's the Commander of USAFE. He said if you have any questions on whatever's happening right now or issues you may have, talk to him. I no longer can claim that. So you know, Dick, I forgot to tell you that no longer applies.

I've been in this job now 21 months, and every day is a new beginning. Just from a personal standpoint, I am loving this job because it deals with all things people. And it is the heart and soul of us as Airmen. When I'm talking Airmen, I'm talking our active duty, I'm talking our Guard, I'm talking our Reserve, I'm talking our civilians.

In terms of the impact that we're having on this nation, from my standpoint, you heard Secretary Donley yesterday, and you're going to hear General Schwartz here in a couple of hours. The impact that we're having; there's a lot to be proud of. There is also a lot of work for us to continue to persevere on. And so we'll talk a little bit about that this morning.

This will be open to any questions. I'll try to provide some responses. If I can't, I've got a couple of experts in the room, but also, if we need to sidebar, I'm here throughout the day. If we're not able to address a particular question or issue you may have, please feel free to track me down as many of you already have.

I'm going on about three and a half hours of sleep. I didn't get out last night until about midnight.

Anyway, first slide, please, if I may.

Air Force priorities. You heard the Secretary talk about, and you heard the Chief talk about it, or you will hear the Chief, and again, through the year, particularly these last 12 months, we've been very much focused on, okay, what is it that we are going to have as priorities as the world's best United States Air Force? And you see these priorities up here, all the way from, again, reinvigorating the nuclear enterprise, making sure that we are providing the capabilities for today's fight.

By the way; today's fight. There is somewhat of a connotation that that is going to be a short engagement. I see that as a long-term engagement for not only this Air Force, but this nation.

Everyone in this room, I think, is going to be engaged in today's fight as well as, if we've got any Arnold Air Society youngsters here with us, I think throughout their career as well. So let's put that into context.

Then also, developing and caring for our Airmen and their families, making sure we modernize our capabilities both in air and space and also within the cyberspace realm as well, as well as returning and recapturing this notion of acquisition excellence.

Now we've had some issues with regard to the tanker recently. You know, this nation demands, this nation needs that we have this acquisition excellence that we're able to bring forward a new tanker for this nation and for this Air Force.

Some would see on these priorities, things. As your A1, I see all things people in all these priorities. Notice

they're not numbered. If they were numbered, what would be number three? People. Well, people are absolutely a top priority for us and a top priority for our senior leadership as well as all of us who serve in the United States Air Force and our families.

And so from your A1 perspective, I see all things people. Again, this is not necessarily just something that's platform oriented or so, because a lot of us, candidly, see things that way, we'll pick and choose.

Well, that's an aircraft issue there. That's a space issue, and so forth. Again, what your senior leadership -- and particularly your A1 -- I see all things people in these priorities and it starts there.

And wherever we've lost our way as an Air Force through the decades, sometimes we, obviously we succeed many times and then there are opportunities for us perhaps not to succeed. I think it's when we've lost our focus on taking care of our people.

And when I say taking care of our people, I don't mean coddling our people. It's just as important that we give the resources and the tools and the parts and so forth for our maintainers to go out there and fix the jets or what other capability it may be.

It may be making sure that we do indeed care for our Airmen and their families, particularly in a high operations tempo war -- we'll talk about that here in a minute -- of our Airmen in a high deployable rate and so forth.

And so, again, this is about Air Force priorities. This is about, yet bet, getting the mission done. Results. But it's also about making sure are people are well taken care of as well.

Slide.

Through a variety of forums, and I get to go speak throughout the whole United States Air Force -- that's another blessing I've got as being you Air Force A1 -- I take with me this slide. It shows what our Airmen are doing where they are.

You'll note that we now have ten combatant commands. United States AFRICOM just stood up, or recently stood up. You'll notice that on this slide, we have 220,000 Airmen -- our active duty, Guard, and Reserve -- and that you can draw a direct, solid line to each, all, of those ten combatant commands. And why is that important? Because we are in

today's fight, yes, and we're in every other corner in this world of ours.

It's still, and is going to be for a long, long time, 1-800-call United States Air Force. So this slide connotes what our Airmen are doing and where they are. We have anywhere, on any particular day, we'll have 35,000-40,000 airmen deployed in 120-plus locations around the world. And so, we are enduring. We will be there. And we will provide those capabilities.

That also means that at any one time, 35,000-40,000 airmen are separated from their families and their loved ones. And so, again, this is an operations tempo that -- again, we've been in the desert since August of 1990. We've been a nation at war since the morning of 2001, September 11<sup>th</sup>.

And so as we are now drawing near the most recent anniversary of 9/11, particularly of eight years, that puts significant demands on our people. It puts significant demands on our men and women in uniform. It puts it on our civilians as well as our family members. So, we need to underscore where our Airmen are every day and what they're doing.

I'll draw your attention to this lower right hand corner. Number 133 under civilian. That's the number of civilians we have actually deployed this morning. Why is that important? Well, a couple of years ago we didn't track it.

It's not because we didn't care. It's just, again, we're trying to enhance and broaden our perspective of, again, where all our Airmen are serving and the demands upon the civilian capabilities that we have in this United States Air Force I see as growing.

When I first became the A1, it was, hey, where are our civilians deployed and how do we track that, track them? And a couple days later, he came back and there were about 47.

Well that number has steadily grown. The 133 number may seem to be relatively small, but in the somewhat scheme of things it's a growing number and I believe there's going to be more demands on our civilian workforce, our civilians to be deployed because of unique skills they offer.

You know, there's a transitional strategy in terms of Iraq and Afghanistan right now. And the focus, very much, in Afghanistan is going to be building partnership capacity.

Some of that capacity that the Air Force provides is resident within our active duty, our Guard, and Reserve Airmen, but also in our civilians as well. I predict -- personal view -- that that number with regard to civilians, that deployment will likely go up.

And so what does that mean for us as United States Air Force and do we, again, are we really a total force? Yes, we are. And so how do we organize, train, and equip for what I think will be an enduring requirement for a variety of skills that, again, are resident within our men and women who serve in uniform as well as our civilians as well? Enough said.

Next slide.

I want to make sure as your A1 that our priorities and our focus areas are in line with the Chief's and the Secretary's priorities as well. And so we've, through a lot of great effort -- I've got Major General Darrell Jones here with me today and others in the A1 team -- that we are focused on the Air Force priorities. So that, as the Deputy Chief of Staff as a functional for manpower, personnel and services, if we're not in synch with what the Air Force priorities -- I've only got 25 hours in a day.

That's a joke. [Laughter].

I want to get out of the business of doing that, unless it contributes to the overall effort of taking care of our men and women, but also focus on our priorities as well. And so that's, you know, a fairly large enterprise called A1, that's sometimes difficult to do.

So that, again, there are some legacy things that I suppose we do, and we're going to do a little about that at the end of the presentation. There are some legacy things that we're in the business of doing all for good, but then there are some things that perhaps maybe we as a -- to provide more capabilities, particularly to our airmen and their families -- that maybe we want to get out of the business of doing and then put a lot more effort into things that we need to focus on.

So this morning if you would -- build the slide, Ken.

I'm going to focus on these topics. I could have brought 87 focus areas and talked about these. These are not, again, the end of the list here by any stretch of the imagination. But I do want to just briefly this morning -- we'll touch on some of these focus areas. But at the end if you've got some questions later on any other thing you want to talk about, that would be fine too.

Next slide.

Shaping the force. How many of y'all have heard of PBD 720? Okay. Long ago and far away, the challenge we had with PBD 720 with the previous senior leadership of the United States Air Force was with the fact that we had an aging aircraft fleet.

The number, I think, was -- average years on a jet aircraft on our Air Force flight line was, I think, approaching 24 or 24½ years and so forth. And with regard to resources and where do we go in terms of trying to perhaps this capability with regard to our aging fleet, I was in A35 at the time when we were going through -- actually I was in a joint position-- then I came into A35 and so there was this tension, this friction in terms of how do we go about, again, making sure that we are organized, trained, equipped, and maintaining, in this case, this fleet of aircraft and what resources do we go to.

And so a lot of that issue was addressed by going into the people account, and so we drew down our end strength from topping out at over 370,000, I believe, who were on active duty strength down to 316,000. Most of you could write this script, I know.

But the point is that as we develop that glide path to decrease our end strength, again, the functional communities particularly were asked to pony up with active duty end strength in a significant way. You turn your head, and next thing you know, in the personnel community alone, or an A1 community writ large, we're down 38½ percent.

And so many of you have served as squadron commanders and first sergeants. How many squadron commanders and first sergeants do we have in the room? Okay. Do you have any commander support staff outside your door like I had when I was a squadron commander?

I had two personnelists and an IT person. Well the IT world was affected as well.

And so we pulled a lot of our functionals, we pulled them out of what has turned out to be key positions. And so we did that not necessarily with blinders on; it was a very quick decision process by the way. But that's why we end up with this notion of significant impact on the force.

Again, when you're tinkering with people, you're tinkering with the institution. When you're tinkering with people, also realize that you are creating not only an impact in calendar year 2008 or 2009 but what about calendar year 2011, 2012, 2013?

As Darrell Jones has taught me, once you create that bathtub with regard to end strength, from the manpower standpoint but also the personnel standpoint, you can't make that up. That affects recruiting, accessions, the development of your force, and so forth. It's an active duty issue; it's a Reserve and a Guard issue as well. It's an officer issue and an enlisted issue.

So major data point number one for us to learn, lesson learned, is realize that -- I know the people account is very expensive. I understand that. But in terms of, again, the heart and soul of us as United States Air Force is our airmen, it's our people.

I'm not saying that previous leadership didn't care about people. In fact, they did. But again though, you get into a position. You try to avoid this position of trying to make a decision over two very challenging or maybe potentially difficult outcomes. Enough said.

Lieutenant General Charlie Stenner, who is head of our Air Force Reserve, helped me with this about this time last year as I recall. As we were drawing down our active duty end strength, and then the decision was made to bring us back to about 332,000 active duty end strength, to include our defense health professionals as well.

Just as we were drawing down active duty, we were also drawing down the Reserve. I think the number was about 72,000 in the Reserve went down to about -- these are all rough order numbers -- went down to about 67,000. But again, as we level off at about 332,000 active duty, you have to have a commensurate increase in your Reserve.

Why? We are a total force. We're well past the stage of being polite to one another, and say well, you know, the Guard's this, or the Reserve's that, active -- No, we are a total force, a totally integrated United States Air Force. There is so much goodness in that. Realizing however that, again, the way the active force goes so does the Reserve.

In the case of the Guard, it pretty much stayed fairly level, at about 108,000 or so. Thankfully. And so we've had to have a commensurate increase in our Reserve strength as well because of the total force application of our Air Force and Airmen where they're serving.

We've also made a commitment to fund and to follow through with, as a beginning, to bring back to our squadron commanders and our first sergeants, particularly at the squadron level, 1,200 commander support staff, which will be at about the GS-7, GS-9, and bring them on the books to FY12 and so forth. That's important, again, because certainly as a former squadron commander but, again, as your A1, we've

heard the call of the challenges that our commanders have and our first sergeants have, particularly in our Air Force flight lines. When I'm talking flight lines, it's across the Air Force -- that we make sure we provide them the resources so they can be the most effective squadron commanders, because in my personal view and my travels around the Air Force, and you all can tell me this better than I can, is that I don't believe we've had a time when there's perhaps been more stress in our force, particularly at the squadron commander and the NCO level. My view. My view of traveling around, and Chief, I'm sure you've made some travels as well.

So our Secretary and our Chief have really focused, as well as the four-stars, have given us the opportunity from a funding standpoint to provide our commander support staffs back to our squadrons and we're going to be following up with the due diligence to do that.

Airmen are absolutely our weapon system.

Slide.

Warrior and survivor. Today we have over 500 Airmen in the Wounded Warrior Program. It is our solemn obligation, again, to ensure that our Airmen are provided every opportunity to recover from their wounds, to be rehabilitated, and also to reintegrate back into the United States Air Force. Absolutely.

I grew up in an Air Force family. My dad went off to Vietnam in 1967. I'll never forget it, and I'll never forget it when he came home. But I also remember having some of his classmates from West Point, who were wounded, and also others, as you mentioned, in the Vietnam War experience wounded, and their next stop was to actually leave the service. That was an error back in the '60s during the Vietnam era and I'm sure some of you all are more mature than perhaps some of us are, but in the Vietnam days if you were wounded and taken off the battlefield, in many circumstances you were sent home. And you would either go back to the VA or go back to your community and that was how it was followed up.

Not in our DoD today. Not for our Soldiers, not for our Sailors, our Airmen, or Marines. We have a solemn obligation to our wounded and to the family members and loved ones of our wounded to make sure that they are provided the care that they need. And our goal is to get them reintegrated back into the United States Air Force. We're doing everything we can to make sure that -- based on their desires and based on their potential as well -- to make sure that they're reintegrated and they stay within that long blue line.

Now if they make a decision whereby they want to perhaps transition back to their own communities or perhaps transition from uniformed service maybe to civilians or maybe back in the commercial and so forth, we're going to make sure that that transition, again, is as effective as possible for them and their family members. Again, this is a solemn obligation that we have.

Remember point number one earlier on. This war, it's a long enduring war that we're in. And so, again, this is how we are dedicated to making sure that our wounded are taken care of. And the other services are doing a great job as well to make sure that our wounded warriors are absolutely taken care of.

Every time I put this slide up, the number changes. Last week it was 483. Now it's up to, I believe, 512. Unfortunately, this is a slide that we've got to keep updated.

But again, our men and women are committed. Their families are committed, and particularly those who are wounded are going through tremendous challenges. They are overcoming obstacles that I can't even contemplate and are making things happen. Therefore, it is our -- it will be, in circumstances that require it, if it requires a lifetime commitment of the United States Air Force to make sure that our Airmen are taken care of, particularly those who are wounded, as they transition at their choice, we're going to make sure that that lifetime obligation stays put.

Slide.

Absolutely. General Schwartz, again, when he came on board as our Chief of Staff, asked us to focus not only on the quality of life, the terminology that we've all used, but also the quality of service.

Quality of service means to me that if you're going to step to your jet and you're going to go fly and take off, you're absolutely assured the crew chief has taken care of that airplane and it's ready to fly. And when you come back and you break it and they're going to fix it and get it -- that's a quality of service that, again, has been outstanding throughout our history as the United States Air Force.

The same notion of quality of service applies, again, to the service's business as well. I want us to be renowned within fiscal constraints and resources and so forth that we provide the best service we possibly can provide.

That generally starts with attitude. But it is also followed up to make sure that we've got the metrics to follow through to figure out what we're doing right as well as what we're doing perhaps not so right. But again, this quality of service is, again, focused on our family and focused on resources as well.

The number one issue, based on the latest surveys of our Airmen, particularly our junior enlisted Airmen, is the access to quality childcare. And so, again, for the last couple of years we've been focused on, perhaps, whittling down this shortfall of child development center spaces that are available to our Airmen and their families.

We're looking at, with this being the Year of the Air Force family as well, we're taking initiatives to understand not only providing the care and not only providing the spaces but where are we with regard to the flexible time that perhaps, again, with the high operations tempo that our Airmen are under right now. So we're looking at perhaps new ways of providing that care that we hadn't thought about before. Again, you know, a high-stressed force, high operations tempo, constantly deployed and so forth, but we have whittled those spaces down but, again, this is not an, okay we got that done, let's move on to something else. No, this is an enduring requirement and capability that, again, because of the dynamic nature and evolution of our Air Force families, the demands are there. Absolutely.

We'll talk a little bit about fitness a little bit later but, again, if we are going to be fit to fight, if we're still going to have a high-stressed force and a high operations tempo environment, I don't know about you but my way to relieve stress is not to go down to the Pentagon and go to another meeting. My stress is that I've got to get out and PT; I've got to run, I've got to lift. For me, I'm kind of a fitness nut I suppose, but working out twice a day is not enough for me.

But that said, we've got, particularly in our younger Airmen force out there, a demand signal of being fit and providing the fitness facilities that we've got or that we're going to continue to enhance. I think it's very important that we, if you will, put our money where our mouth is and provide the fitness centers and the quality of the programs and so forth that demand it.

Food service transformation and this notion of consolidation. Food service transformation does not mean we're going to close dining facilities, or the previous known term is Chow Hall. That may be part of it, where we look at it from a business case standpoint, but what I'm looking at and what our services team is looking for is to enhance that dining experience, if you will, to provide

flexible and quality food that meets the demand of, again, a high operations tempo unit or unit of airmen, both in CONUS or overseas or to deployed locations and so forth. And so we're really taking a deep dive.

The other services, by the way, are going through the same thing. In fact, we took a page out of the Marines, who are really looking into how they can provide a more enhanced dining experience or eating experience.

Part of that will remain, in many locations, as what we've known as traditional or institutional dining facilities. But today, I believe the number, if you go to an Air Force dining facility, the average cost of the meal is over \$20. Regardless, if our airmen are using the dining facility or not -- by the way, that's breakfast, lunch, and dinner, maybe rats at night -- and so, there is a business case aspect to this.

And if our dining facilities aren't being utilized, okay, are there other ways that we can, again, tap into our airmen to provide them, you know, the food and so forth? But there still is a requirement for the dining facility environment and so forth. But again, how apply that is still a work in progress but we're going to -- you'll hear a little more about that next year.

Let me talk briefly, if I will, on this mission impact and heritage. Realize that we as Airmen, we as an Air Force, should not apologize to anybody for providing high quality of service and high quality of opportunities at our installations. We're known as, again, I've had three joint tours now and I've got lots of, I've got as many friends outside the Air Force, in the Army and the Navy and the Marines, and they kind of give me a hard time, you know, now that I'm the A1, about our golf facilities, our fitness facilities, and so forth. But guess who wants to come to our installations? And so, let's take deep pride in that, but let's also understand there is a historical perspective on this as well.

If you are 19 or 20 years old serving in 8<sup>th</sup> Air Force, flying a combat mission in a B-17 in 1943, going after Schweinfurt, Dresden, and other targets, you had nearly a 50/50 chance of surviving. And so our leaders came out of that experience in World War II, not just within 8<sup>th</sup> Air Force but the entire World War II experience.

The LeMays, the Arnolds, the Vandenberg; they came back and they said, you know what, I think we're going to create this United States Air Force. I think it's going to happen in a couple of years, in 1947, and I think on our watch, when we create this United States Air Force, we're

going to make sure that we're going to damn well take care of our people.

And so that's where this was begun. It has begun over our young, particularly our enlisted people who were killed in action over the skies of Europe, particularly, and elsewhere in that war, that the first tranche of senior United States Air Force leadership came back with and said that we're going to make sure that we take care of our Airmen and their families. And that hasn't changed. And so we owe it to that legacy, I believe, as well as to the very high operations tempo and stressed force that we have today to make sure that we continue that.

Now there's a dollar cost to this. You know, this is not competing with the United States Army, you know, and every soldier gets 3.7 basketballs, okay; Airmen, they're going to get 3.9 basketballs at a fitness -- by the way, I just made that up. Bruce, I don't know how many basketballs we have for Airmen. [Laughter].

But you get my sense, where this isn't just about throwing more money at it as well. Or it's not necessarily competing with the other services. But I want us to be the best in class. I want us to be the standard bearer of how we're seen in terms of taking care of our people, because that is part of who we are as Airmen.

That is part of our long blue line, and I want that to continue. This is to me an institutional red line that we've got to make sure that we continue to strive as best we can, certainly within a constrained fiscal environment, taking care of our Airmen and their families.

So I'm getting emotional about that, but I just -- Again, this is something that should be very important to all of us.

Slide.

Year of the Air Force family. You heard Secretary Donley talk about this briefly yesterday but, again, it started with a, actually it started last year where we got down with our team both in SAF/MR as well as in A1, and I wanted, we wanted us to, again, focus on our Airmen, our men and women in uniform particularly, but also noting the stresses that our families are under.

It could be through an exceptional family member within that family. It could be with a deployed spouse, it could be Mom and Dad are both on active duty and Mom's deployed and Dad's back home, and then Dad deploys and Mom goes back home. It could be the challenges that we have with a very

high-stressed Guard family or Reserve family and so forth going back to their own communities and how do we relate.

Again, we made a conscious decision to say, let's try as we focus, particularly on our men and women in uniform, let's now also do some due diligence and try to see where we can perhaps turn the needle or raise the needle a little bit and focus on our families as well.

Because through the years, again, growing up as an Air Force kid, we, again, have really worked hard to take care of our families as well. And so where is it that perhaps we can enhance that support or maybe close some gaps on that, or maybe we can determine that we're doing just fine.

Again though, this started out through the, again, the focus of Mr. Chuck Milan, who is now head of our Air Force services to, again, let's try to bring a little more attention and we'll do it over a year's period of time that the Secretary and the Chief have laid out.

We hosted a Caring for People Forum back in April of '09. Mrs. Schwartz was there, and then our Vice Chief, General Frazier and Mrs. Frazier. We had over 200 participants from around the Air Force to come and give us an idea on how we can, what initiatives can we have that perhaps so we can go out and enhance the support to our families and, therefore, it has evolved into, again, a focused year, over 12 months where we're going to go through certain initiatives.

We've got the four pillars there. They're stated: Health and wellness, Airmen and family support. We've got how we're going to be more effective in the education, development, and employment, as much focused on our spouses as well as other family members. Airmen and family housing.

It's also about how we're going to enhance this sense of community at our Air Force bases and our installations. How is it that we, again, I want to make sure and the Chief and the Secretary want to make sure that we don't lose this sense of community. Because I tell you folks, if there is any more period of time where we need this sense of Air Force community, it's right now. You know. There's something very special about us serving in this greatest United States Air Force.

But it's not just our men and women in uniform, it's our civilians, it's our single Airmen, it's our retirees. You know, this is Air Force family business. And so how are we going to be focused on that?

And so we've dedicated this year. We've got the Air Force Family Week is the first week in November. There are

going to be more opportunities. Chief Master Sergeant of the Air Force Roy is going to be helping us host an Enlisted Summit in February.

Again, this is about a dynamic dedicated highly to some degree stressed Air Force family of ours that we've got to, again, make sure that we put our efforts in making sure for their welfare and also salute their contributions. This is the right thing to do; it's the smart thing to do. And it's one that we're going to be in this fight for a long period of time.

Slide.

I believe that, again, for us to be a relevant and credible United States Air Force, we've got to make sure that we focus on, again, assessing, recruiting, as well as retaining, the best and brightest this nation has to offer. This is a national security imperative that we do indeed provide that opportunity, whatever walk of life you may come from.

And so that, again, I believe that if we do not become a diverse Air Force, that there are some consequences there with regard to perhaps even our relevancy. Do you realize that, again, one of the largest-growing demographic populations in the nation is from the Hispanic community?

How many of you are from the state of Texas? Nearly half the population in the state of Texas over the next two years is going to be Hispanic. And so how do we as a United States Air Force, perhaps, address that?

In some respects, particularly on the officers' side, the way we assess and the way we retain people, we are actually behind -- and within the Department of Defense -- behind the Army and the Navy in terms of demographics. And so that should have some meaning for us Airmen, as United States Air Force.

We have set up a significant strategic diversity effort partnered with Mr. Ginsberg and Al. We have set up a diversity office within the United States Air Force where we're going to move out, we're going to look at opportunities that we can go out to recruit and retain, or assess rather, and retain the best and brightest.

It's not necessarily about recruiting and assessing. It's also making sure that every Airman can reach his or her potential, wherever that potential may take them and that those opportunities are there. Again, this is about a national security imperative, to make sure that we are relevant, not only in 2009 but 2037, 2038, and 2039.

Speaking of those years, we're recruiting and we're assessing, on the officers side, officers or officers-to-be who in those years of 2038 and 2039 will form the leadership bench that the Secretary and the Chief, whoever he or she may be in those years, will then be able to determine who will be our next general officers. And so right now that decision is being made. And so we're looking at what is that bench going to look like. And how are the demographics of this nation evolving as well as your United States Air Force?

Another challenge we've got is, again, rough order numbers, 65 million plus are within a certain population that we can go recruit from in this nation. That number goes down to less than 10 million real fast once you consider medical and citizenship and so forth.

By the way, in medical, what's the largest growing challenge we've got medical-wise? Obesity. Okay, there's a tie-in, by the way, to fit Airmen, fit family.

But that number dwindles down to less than 10 million. Guess who else is in that war for talent? United States Navy, United States Army, I love my -- I'm joint, I got it - - but they're in that war for talent as well as commercial sector, as well as academia.

Go out and pull all the assessments for academic year 2009 and 2010 at the Princetons and the Yales and the Harvards, Washington State University, our high-end highly technical particular science, technology, engineering, and math. And they're in there, again, they're going in to every corner of this nation to recruit young men and women who, again, want to either go on their campuses as well.

So the demand on us is significant. We are in a war for talent. Therefore, it becomes a national security imperative, I believe, that we go into every corner.

The Black Engineer of the Year Award is held up in Baltimore on an annual basis. It's going to be in February next year. And right now, General Schwartz is slated to keynote that address in February.

The Navy thinks they own BEOYW, and they do because they've got the relationship. Baltimore is kind of a Navy town, and Annapolis is right around the corner and so forth. Particularly in the African-American population, where you have hundreds if not a thousand or so youngsters from 4<sup>th</sup>, 5<sup>th</sup>, and 6<sup>th</sup> grade who are steeped in science, technology, engineering, and math, who are interested in it, are attending the Black Engineer of the Year Award on an annual basis.

And guess what, there are thousands of influencers of those youngsters who are attending the Black Engineer of the Year Award. A.J. Stewart is here from recruiting service. We've got a great opportunity to go over there and, again, talk to the influencers, talk to the students.

So you're going to see a more significant footprint, even from last year or from this year that you're going to see next year as well. Because, again, we want to go and to recruit and access, and they're right there in our back yard. And so we're going to tap into them again. Because we need them.

By the way, we are the United States Air Force. We do air, space, and cyberspace, and we're striving to be cross domain and all those, cross dominant in all those domains. We need them. We need all of us.

Slide.

Again though, with regard to the demographics that are changing, with regard to, again, this vast talent that's out there in all corners and stretches of this great nation of ours. We've got to make sure that we are bringing on board the best and brightest this nation has.

Again, your leadership is absolutely critical in this regard. Your leadership is not only from a standpoint of, I suppose, with recruiting and accessing but also the retention aspect of it.

Mentoring programs that are out there. Get in touch with your affinity groups. It could be AFCOMAV, it could be Women in Aviation, it could be a variety of affinity groups that are meeting in your installations and so forth. Engage with them. Get the dialogue going. Mission requirements absolutely demand it to make this absolutely the best Air Force we can possibly be, and the most relevant Air Force we can be as well.

Slide.

I'm rounding the horn here a little bit. Challenges and opportunities. A couple of years ago, we made a conscious decision to build within what I'll call the A1 community this notion of how we were organized with regard to the force support squad, and where we brought in manpower organizations on base and services squadron as well as what had been traditionally known as your mission support squad and for personnelists and so forth.

So, we're at about 70 percent implementation of the force support construct at a base. To say that has been easy would probably not be quite as honest with you.

Actually, it has been a challenge. You know, change is a challenge. But I believe the demands of us as an Air Force today as well as tomorrow actually demands that we be more organized, I believe, at the unit level, particularly with regard to force support and how we provide that force support.

Again, 1-800-who you gonna call? You ought to be calling your force support squadron when it comes to all things people and the Airmen and so forth.

And so we are moving through. We'll be done with the force support organizational construct in about a year from now. We've got an upcoming board of directors meeting in October where we're going to continue to look at how we're doing with regard to force support community across the United States Air Force, not only with the air staff but particularly down in the unit level.

We sent a number of teams out to make sure they've got the resources just about right as well as the -- again, making sure there aren't any particular policies that we can adjust in order to make the force support squadron commander and his or her leadership even more impactful at the unit level and so forth. And so I'm actually very confident, actually excited, about the potential, I believe, with regard to how a force support organizational construct will be able to deliver the goods, particularly, for our commanders and our airmen at the bases, and our families for that matter.

We have a new PT program. We're going to start testing twice a year, in January. This is, again, because it's a high-stressed Air Force, it's a high operations tempo environment we have. We are a global force.

I believe us as an Air Force, particularly with our active duty, our Guard and our Reserve Airmen; we need to be more fit to fight than we've ever been before. And so we consciously went through a process whereby we wanted to adjust our fitness program. We wanted to, candidly, make it more meaningful.

We also were seeking opportunities whereby our Airmen, who were perhaps unsat could become in the satisfactory category, as well as those who are in the satisfactory category could become in the excellent category. We're not trying to make superhuman Darrell Jones here or Chief Roys. We'll never be able to be the beautiful people they are, but --

No seriously, we're trying to drive fitness as, again, part of our culture, part of our way of life. And so that, again, our Airmen are as focused on being fit to fight and

have an impact on their lives, you know, throughout their lives.

I work out for today, yeah, but I'm also working out so what am I going to, where am I going to be, what am I going to be doing when I'm in my 80s and so forth. And so that's very important that this culture of fitness, but we also have to provide the resources for it.

That's why we're going to go to, those who administer the test are going to be administering the test at the installation level. We're going to resource some civilian positions in order to execute the fitness test. It won't be necessarily done, either the demands or perhaps the different ways that individual units on an installation do that.

This isn't a gotcha program, although you're going to be expected to be fit. You're going to be expected to pass the test. In fact, we want to create a culture and an environment at the installation level where you're trying to improve. As I mentioned, going from unsat to sat, or sat to excellent and so forth.

And so that's what we're going to do. The hierarchy of fitness, first and foremost, is aerobic. We're going to keep the mile and a half run.

The next hierarchy of that is body structure or body mass, particularly in males. And as we grow older, we have a tendency to become less active; therefore, we end up increasing our girth around our stomach.

By the way, as we go about, we talked to Cooper, National Institute of Health. We've done a lot. The data is out there, folks. That as you increase the body mass here, particularly for males, as you approach age 50 and above, this is where you've got the onset of diabetes; you've got the onset of some cancers and so forth.

And so, again, this is part of us about being a more fit Air Force but also more fit people for the rest of our lives here. And so, again, this is where we're -- and so we are focused on body mass. We are focused on that aspect as well.

We've also taken a look at the data. We've sharpened the data because when the current PT test we had -- the data was based on 1996/1997 data. And the data, quite candidly, back then was incomplete, particularly for females. That's why, if you look at the current test, it's skewed in weird directions. It just doesn't line up.

For instance, if you want to increase your running time, whatever the point structure may be, you know, you may increase it by 45 seconds but you only get a point or two of credit for that. But in another age category you may get three or four points. So we have now aligned the data so it makes sense and it's credible.

We also are going to provide a feedback system online whereby you can, after you take the test, you'll get immediate feedback in terms of, again, how you can improve your own personal fitness and you can track it.

And so again, this is as much providing the resources as well as encouraging our Airmen to be more fit as well as hey, we're going to talk the talk and walk the walk. If we are a high-stressed force, we need to be a more fit force. And so that's where we're going with this.

It's an exciting time, and I guess I'll be out there on January 2<sup>nd</sup> taking my first fitness test. I don't know if it'll be January 2<sup>nd</sup>; maybe it's January 3<sup>rd</sup>. I don't know, but anyway --

Also, when we're talking about, again, new programs and resources and so forth, realize that people programs, the costs of those, are going up, particularly in our health community, particularly in TriCare and so forth. And so we understand this notion, the fact that we've got rising people costs, we have to take a hard look at that.

You know, your AI can say, okay, we're going to do all these programs, we're going to improve this, we're going to do this, and so forth. But there is also a bottom line to this. There are some fiscal constraints and/or there's just smart business case where we can apply dollars in certain prioritized areas and so forth.

This isn't just throwing money at all these issues and challenges. I am extremely aware of the fact that there are some fiscal challenges that we have to this United States Air Force, and the people programs are particularly very expensive. And so we balance that. We think about that every day. We challenge ourselves to make sure that we're squeezing every ounce we possibly can out of every dollar going into our people programs.

Airmen's time. We're on our second year whereby we've sent a major team out led by SCS Mr. Mark Deboga to go out and talk to our commanders and particularly our first sergeants in terms of how we can alleviate some of the challenges that we've got with regards to Airmen's time.

This is not necessarily doing a carte blanche, you know, doing away with additional duties and so forth. This

is, again, making sure that we are organized, trained, and equipped, and we, particularly in the A1 world, provide those resources, particularly for our squadron commanders and our first sergeants to get the job done.

But it's also to find out and get some feedback where maybe at the nuance level and so forth that there may be also some major areas where we can improve the daily life of our Airmen and try to tear away at some of those issues that we've got with an Airman's time, because the demand on them is so high and so forth.

And so we're constantly under review. There are several initiatives. I think there are over 30 or 40 initiatives or so that we're actually engaged with now with the MAJCOMs as well to see where we can go out and alleviate some of the challenges we have, because I don't know about you, but my most highest precious commodity is my time. And I'm sure that's the way for most of us as well.

And then also, last point, is this challenge we've got with regard to civilian hiring. I think we tapped out at over 9,500 backlog with regard to civilians in our system back in the middle of this time last year. We're down to about a little bit over 6,600 in a pipeline of civilian hiring with regard to bringing on board civilians in our United States Air Force.

We had pushed the envelope at about an average day or average number of days to hire a civilian was about 180

That's no pat on the back as well, because we're continuing trying to streamline that process where we can bring on these civilian hiring in these fields that we've got, and we're focused on the day that there's a requirement determined by someone who wants to hire a civilian as well as the point where we close where that civilian actually shows up and goes to work.

There are some Office of Personnel Management, OPM, standards that the entire United States government is striving to. This is not just an issue within the United States Air Force. There is a DoD challenge to this, and there is a U.S. government challenge to this as well.

K.C. McClain, the Commander of the Air Force Personnel Center has done some great work reorganizing AFPC to be focused down to the unit level. We've got relationships established with those who are asking for requirements at the unit level through the MAJCOMs and making sure that we're not only focused on Air Force installations but also our combatant commands that we're the executive agent lead responsible for, so a continuing dynamic there.

Next slide.

I think we've got time for about, I guess, two minutes worth of questions [laughter] but I guess I talk too much. Too much coffee this morning.

But what's on your minds, just briefly, if there is time for one or two questions? Or I'll be happy to stay.

Yes, Sir.

**Question:** [Inaudible]?

**Lt. Gen. Newton:** Well first off, we need to be upfront with our folks. Number one is that we are going to be deployed. We're going to be engaged, not only in the CENTCOM area of responsibility but throughout the globe for a long period of time. Number one. This isn't just a period of perhaps heightened increased Airman demand and capability. Point one.

Number two. We are absolutely looking to streamline whatever processes we may be, from the unit level -- it starts with the notification for the Airman to be deployed as well as the reasonable expectation of how long we can anticipate them to be deployed. And by the way, that's based on a combatant commander, the joint war fighter requirement.

And then from that point on we will, again, what we're looking to do through our Air Expeditionary Force Center, the AEF Center that's now under the command of General McClain down at the Air Force Personnel Center, is we're trying to whittle down that daylight to where we're not wasting any time at all between the time that a person is deployed, goes downrange, and then notified to go home and so forth.

So all those -- what I just described to you is communication. I also described that there are some simple data processes that we can -- I don't want an Airman staying over in some layover for three days. You know, that's three days away that Airman is away from his or her family. Point one. And so, again, part of this is being up front with our folks. Secondly, it's making sure that, again, there is no delay in going back and forth.

And also, the other aspect of that is there are certain career fields that are very highly stressed and very high in demand. And you know, those in the civil engineering world and some in the computer com world and so forth, security forces, and so we go through on a very focused review a number of times throughout the year to understand what those

stressors are, try to predict what the requirements are going to be for that war fight downrange.

I go back to my earlier point about the transition from how we're now focused on Afghanistan and so forth, and you've read about some of General McCrystal's, some of the efforts that he is now trying to put forth in Afghanistan. There are going to be different requirements. There are different demands.

Again, we're going to be in this fight for a long period of time. When we talk about today's fight, it doesn't necessarily mean just for the 12 months or whatever. I believe it's an enduring fight that we need to be ready for.

One more?

**Question:** Year of the Air Force Family. Great thing. [Inaudible].

**Lt. Gen. Newton:** You've got it, and then would be on my shoulders to deliver. In fact, we just completed a strategic plan with the Secretary and the Chief this weekend. So coming to you. More to follow.

But again, I'm delighted you brought this up. This is not Donley, Schwartz, and Newton. You're the Air Force family. This is where we're really trying to get down to the unit level at the installation level to execute that. Because that's where the credibility with our Airmen lies.

It's also where -- you understand better than I do the demands on our people and our Airmen and their families. As well as I need to make sure you've got the resources and the tools to execute that, because there are -- I'll close on this point -- there are challenges that may be at Maxwell that aren't at Ellsworth or that are at Kadena and so forth and so down at the installation level we've got that. Thanks.

Hey, it has been great being with you all. Thank you for your attention. I'm sorry I didn't have much time. I guess I motor-mouthed too much. I will stand by if you have any questions or issues at all.

Anybody want to go to Minot? [Laughter].

I loved Minot, it was a great assignment. Thanks, all, and have a great conference. [Applause].

**Moderator:** Thank you very much.

**Lt. Gen. Newton:** Thank you.

# # # #