

## **"The Enlisted Force"**

**Chief Master Sergeant of the Air Force James Roy**

**16 September 2009**

**CMSAF Roy:** Good afternoon. Chief Murray, thank you for coming this afternoon. I appreciate it. And all of the command chiefs, thank you all for coming as well.

It is a great time to be in our Air Force. It's a great time to be an Airman. I will tell you, though, and as our Secretary of the Air Force along with our Chief of Staff and even our Secretary of Defense have shared with us, we are a nation at war. That's kind of what I want to talk about this afternoon. That being a nation at war. And what we do as Airmen, and how we interact and how we do things as Airmen, that's really the focus of what I want to look at today a little bit, along with obviously the group that we have here assembled this afternoon, we have a lot of enlisted members here. We also have some folks from ACSC. Thank you for coming. And of course we have some partner nations with us as well. I appreciate you all coming.

Over the last couple of months of being in the position there have been a few things I've had an opportunity to do and I want to share a couple of those things with you. Unfortunately, because of some of those things that I've been exposed to, such as dignified transfers and such, if you don't know what that is, it's held up at Dover, and unfortunately we had one just this week where we brought back a young staff sergeant, Staff Sergeant Burkey, that was unfortunately killed in action in Afghanistan. He was an EOD troop and unfortunately we lost him at the beginning of the week.

We also lost last week a lieutenant, 1<sup>st</sup> Lieutenant Helden, again, a defender in an IED attack. This particular one in Iraq.

Those kind of things flash in front of you each and every day. That's really the focus that I believe we need to, as enlisted Airmen we really need to focus on because we are an Air Force at war, and we need to make sure that we look like that, we act like that, and we think like that. But we need to also think in minds that it's not just the deployed members of our family that are at war, if you will, working for those combatant commanders.

On any given day we have about 200,000 men and women across our Air Force that are somehow deployed or employed by combatant commanders. That is a significant number.

Those that are deployed forward, that's kind of easy to track. We know that number is about 40,000 on any given day. If you look at, you step back just a little bit, and you look at who's employed by those combatant commanders for actions in a particular theater of operation, that number readily increases pretty fast.

When you're talking about the air crew out of AMC, those forces are engaged each and every day in what they're doing, and they're working for a combatant command, i.e. Transportation Command.

As you look out there and say we've lived under this nuclear umbrella for a while now. What about, we've talked about reinvigorating the nuclear enterprise. What about the young Airmen that are out doing the things that we expect of them to make sure that we continue to live under that defensive posture, if you will?

There are a lot of great Airmen that are doing great things across our Air Force.

I met a young Airman out at F.E. Warren the other day, kind of interesting in meeting this young man because his dad used to work for me. Staff Sergeant Claybaugh. His name, Justin. He took me inside where the rockets are, the missiles are, and showed me all around. I will tell you, as he explained things to me, every step of the way he had the operating instruction there. He knew exactly what he was doing.

So when we talk about reinvigorating the nuclear enterprise, we're reinvigorating it. It's been reinvigorated. We have people that are complying with standards each and every day.

Or the young defender at the gate at the MAF that even myself, he wouldn't let me in. We had a little bit of side business going on in the back that quite frankly we didn't know anything about, but they weren't about to let me in, even though our itinerary was up and hey, he should be in there and he should be eating right now. But the young defender wouldn't let us in until we were all cleared in the way that we were supposed to be cleared.

Folks, that's the Airmen that we have employed today. Employed in that case to Strategic Command. We need to be able to talk about that a little bit. We need to be able to talk about that with not just internal audiences, ourselves, but we need to also be able to talk about that with our joint partners, our coalition partners. We need to be able to talk about those kind of things.

It's because of sometimes we don't talk about it I think as was explained earlier, we get a bad rep sometimes. We need to kind of change that around a little bit. At least in my opinion, I think we need to do that. So help me with that one.

I talked about compliance a little bit. In the nuclear piece, the nuclear enterprise, we are compliant. We're following those OIs. But all too often, because we're in this war, as you traverse around the Air Force you hear these things about the fog of war. You hear these things about well, we don't necessarily need to do, exactly follow the AFI or the OI or the TTP that's set out there. We can kind of maybe take a little shortcut here.

Folks, don't take the shortcut. There are ways of changing the OIs and the AFIs if they don't work for you. But what we can't do is we can't afford for one more individual to perish because we took a shortcut. That's affected me personally through this war because, for me, some of you may have been deployed to Camp Andy. Andy Anderson was a good friend of mine. He was the first casualty of the war. Andy and I worked together at Fort Leonard Wood, Missouri. He took a shortcut, just one little shortcut, and it cost him his life. That's terrible. And unfortunately, all of the Airmen that we have lost in current combat haven't necessarily been in combat, it's been because of some ground safety concerns and issues. So help me with that one. Help me with that one.

Let me talk a little bit about joint PME and joint/coalition PME a little bit. Let me talk about this joint fight.

Our Chief talked about it quite a bit; our Secretary talked about it quite a bit; but what about you as an enlisted Airman? What are you doing? What are you doing in the fight today working with our joint partners? Or our coalition partners? Is that important?

I would submit to you that I think it's very important because, quite frankly, we don't do anything by ourselves any more. We do things as joint and coalition teams. That's how we do things today. We don't do anything by ourselves any more. It's all through those means. I would ask you, I'm not an advocate to say that everyone in this room needs to have 100 percent PME on JIST Jointness, but I would submit to you that we've had a little bit of lack here on attention to that piece. What I mean by that is, I would like to see some of our young Airmen go to some joint PME. We do some pretty good joint technical training. I think we do a very good job of that. How about coalition PME? Have we looked at those? Not in a while. In fact I can tell you only one that's happened just recently, and that was in

Singapore. We had a young Airman, senior master sergeant, that attended the Singapore Warrant Officer Course. He came back with a different sense of what it is to be a United States Airman. Different sense.

So what I'm advocating is, I believe we need to open those doors up a little bit. Right now we're working with Singapore, we're working with Canada, to maybe look at having some students go to some of their courses.

Think about it this way. In Canada we have Canadian students that go through the U.S. Air Force Senior NCO Academy; we have Canadian instructors there; we also have a U.S. Air Force instructor in Canada. There's a piece missing. There's one piece missing. We haven't sent a student yet. I think we need to fix that. I think we need to allow some people to go to those schools. That's a step way out there. It could be. It could be. But I think you as Airmen are ready for it, in my mind. You're absolutely ready for it.

So how are we doing in this fight against terrorism? Are we in this battle or are we outside of the battle? As I just expressed to you, I think we are in the battle. I think we are working with our joint and coalition partners. I think we're doing an exceptionally well job of it, but I think that we need to continue to talk about it a little bit as well. I need your help on that one.

We talk a lot about expeditionary training. For some of the audiences I've been in lately I receive a lot of questions about well, what about this expeditionary training that is provided at Fort Dix, Maguire, maybe Camp Bolas, Gurnsey? What type of training is provided there? And should I have to go back to it every time I deploy? For some that I speak with the repeat training is maybe just a little bit too much.

So one of the things that we've asked the Expeditionary Center to do is to look at our training. How are we doing that? By the way, that Expeditionary Center is the United States Air Force Expeditionary Center. It's not just AMC's Expeditionary Center. It's the United States Air Force Expeditionary Center. That's where all of our combat support forces, or just about all of them, a lot of them I should say, go to train on that expeditionary type training. Pretty important stuff. I will tell you, having been there before, they're pretty flexible.

Another area of focus right along on the expeditionary training side, I would say would be UDMs. How many folks in here have been to UDMs before? Sure. And what type of training is provided to UDMs? That's the typical response I

get. Well, here's your book, here's your continuity book. We need to do a little better job at that.

One of the things the Expeditionary Center has stepped up to is we'll provide UDM and IDO training. And oh by the way, we're going to give 25 slots out every, I believe it's every quarter, and we're going to split those slots among the MAJCOMs so that we can get it deployed around our Air Force. So that one command doesn't have more than the other. But maybe we need to do a little bit more with UDMs.

If you think about it, what's one of the most important positions we have? It's preparing our people for deployments, and then getting them out the door, then receiving them back. If we can't do that fundamentally, we've got some problems. I believe we need to spend a little more attention on the UDM and the IDO piece.

So I'd submit to you that's an area of focus that you'll see come out here real shortly.

Another area that I will ask you to help out with and this is an area that I typically don't talk about, but I have, in the audience today we have some ACS students in here, and I felt it necessary to talk specifically with them about because they're in the chain of command. What I'm talking about is EPRs. I've been told how to fix them from day one, or actually day minus twelve or something like that. How to fix EPRs. What do I mean by fixing EPRs? Well, they're over-inflated, Chief. Really? Who's over-inflating them? What's wrong with the system the way it is?

I'd submit to you I don't think there's anything wrong with the system. I don't think there's anything wrong with the form. By the way, the form has been just updated. I think it's a pretty good form. I think it's an excellent form. I think our system is pretty good. And having worked with other services and having worked with other countries, I will tell you it's very good.

Well who's over-inflating them then? Because it's not my shop that's over-inflating the EPR system. It's their shop. It's their squadron.

Folks, it goes back to number one, core value. Integrity first. Really? Is that person a 5? How could we possibly think that person was a firewall 5 when they failed their PT test? How could that be? We need some help with that.

By the way, under the new PT program that's not going to be allowed to happen. So it's not the EPR system, evaluation system, it's us ourselves. We have to fix it.

It's been shared with me a couple of times that Chief Roy needs to fix this. I've heard this for some folks at the NCO Academies. It's been shared with me that it's Chief Roy's problem. I would submit to you it's not Chief Roy's problem. It's our problem. It's your problem. It's for us to fix. We need to fix that. Whether you're a young staff sergeant that has got your first Airman that's going to work for you, or you're that lieutenant colonel that is the squadron commander, you've got to make that hard call. Don't let somebody else up the chain have to make that call for you. We've got to make that hard call.

So who are we hurting when we over-inflate the EPR system? You're only hurting those that really deserve it. If they're all firewall 5 EPR how do you -- We use the evaluation system for many things, one of which is to hire for different positions. Maybe you want to be an academy instructor. But if everybody has a firewall 5 EPR, how do you weed through that? We all go through promotions. What about the promotion system? Does it affect it? Sure it does. We need to help the system. It's in our lap to fix. It's not just me. I don't think there's any form out there that we could go to, in fact having been around a little bit I can tell you I even have one of the forms where one of the first sergeants asked me to help him review his records and he actually had a stick figure EPR in there. If you don't know what a stick figure EPR is, that's rather interesting.

We've transformed over the years. We have worked our way through many different forms. For some in the audience, you may not know when we say we had a 9 EPR system and what happened with it? It got over-inflated. That's not the only reason, but we went to this 5 EPR system thinking this may help solve some of it, but did it really help it? Where are we at now? Since 1992 or thereabouts, actually 1997, it has steadily risen. The good news is, after the recent promotion lists that have come out, they've come back and shared with me that the overall average has come down just a little bit. So that tells me, that's an indicator that we are starting to look at evaluations a little bit more.

One other topic I want to talk about, I'll talk about it just briefly and I'll open it up for questions, is Year of the Air Force Family. There have been a lot of discussions on the Year of the Air Force Family. I will tell you that the information that is out there is not much. There will be starting to, in fact I've seen more programs around here, posters and such around AFA than I have any place else that I've been. We're starting to get it out there. But there are four pillars of this program, and I think it was shared with you in different forums.

Airman family support was one of them; health and wellness; Airman family housing; education; development and

employment. Those are the four pillars that we're looking at as we talk about the Year of the Family.

The key though, to Year of the Air Force Family, and it was described earlier if you attended General Newton's forum, was it's not just about this year, 2009-2010. It's not just about that particular 365 days. It's long term. We want to continue this over the ages, if you will. We don't want it just to be this year and then be done with it.

What we're trying to do is we're trying to highlight in those four pillars areas that we can focus on. We just had a discussion about it a minute ago, over some joint basing and some other things that we're doing out in our Air Force, out in DoD, we've discovered that hmm, we may not be doing family stuff like we thought we were. We may not be the lead in certain pieces. There may be some other services that do some things pretty well. Maybe we need to learn a little bit from them. So we're going to look at those areas. As the Secretary and the Chief say, it's not necessarily we're going to add new programs. It's looking at the programs that are out there and seeing whether or not they work or not. Does it work for our current audience? Do we need to fine tune it?

One of the questions, if you were on the panel yesterday that we didn't get to, for the Command Chiefs yesterday, was in reference to child care. Would it be possible to have 24 hour child care? Child care is expensive. Will we have a child care center open for 24 hours? We're probably not going to get there. But we have other means of doing that.

Family care provider is one of those. There are other elements out there that are available, as an example. I bring up child care because as I've had a chance now to testify and as I've had a chance to go around to many bases, probably the number one question that comes up is on child care. Our military has continued to change and obviously child care is certainly one of those things that is a highlight.

My predecessor, my immediate predecessor. He stuck his neck out a little bit last year and said child care is the number one priority that we need to focus on. He garnered some money so we could bring down the waiting list to basically zero. Not to every base, that's not going to get there. But basically we've been able to get a few more child development centers out there across our Air Force. How do we sustain those? What about the ones next year? What about the ones this year? So we're looking at different programs.

What about exceptional family members programs? There's an area of focus. I know General Newton spoke about that one as well. It's an area that we have identified that needs a little bit of adjustment. Right now it's more or less a focus on the assignment process rather than actual support for our Airmen and for their family members. What we're going to do is we're going to retrain a little bit, or give additional training to our Airmen Family Readiness Center technicians, to allow them to be able to work some of these concerns. So you'll have somebody there on that installation that can help work some of those concerns.

So it's not just an assignment process. It's something that as you PCS into a base, if you have an exceptional family member, that you can actually go to this person and they can help getting the member set back up inside another community. It may not be a problem to those of us in the room, but if you have just one exceptional family member -- we have 14,000 by the way across the Air Force -- that it affects each and every day. It's something we have to look at and we have to take a very serious, hard look at this.

What about the young, single Airman? There's an area that quite frankly when you talk about the Year of the Air Force Family doesn't really resonate up there as one of those things we probably need to take care of. Why wouldn't we take care of our young Airmen, our single Airmen? So what we've decided to do is we're going to have a conference, a summit of sort here in the near future and for a single Airman, come across from our Air Force -- And when I talk about single Airmen, most of you probably are thinking in your mind that's probably that one striper out there. No, not necessarily. It could be that young lieutenant out there as well.

So we're thinking outside the traditional boxes a little bit and we're going to get there.

The other element of health and wellness, we're looking at some areas within the medical community to provide access. A little bit different access. More along the lines of family rather than just an individual. So you have a family provider rather than just an individual provider. That's a little different. It's going to be a little difficult at times, but it's an area of focus that we need to spend a little bit of time with.

So there's an idea, there's a couple of things out there that we are continuing to hammer on and will grind down and see if they actually work, but the point is, we need to go out and ask you is it working for you? If you don't bring it back through your chain of command or that agency that you're working with, how should we change it?

It's one thing to complain about it, but how do we change it?

So one of the things I've been asking as I go out and travel around is, give us some feedback. How are things working?

We obviously have received a lot of questions across the Air Force already. Another one of the questions that was brought up, I wasn't going to get a chance to get to it, but another question was on child care payments. I get the question, typically I get a question about why is it that two senior Airmen pay the same as a major does? Well, it's based on the overall household income. That's what it's based on. That's where your tier is. That's where you fit into, that category.

The follow up is, are we looking at changing it? There's some talk in OSD, because they come down from OSD, there's some talk on adding another category. We'd like to see maybe a category added in the middle, but there may be a category added on the end.

The other point is, our pay has steadily increased a little bit, so how many do we have in category one versus category seven? That's the highest one. Do we need to readjust those?

I will just share with you that OSD, we're engaging with OSD to try to get another look at our payments for such. So another area of concern.

With that, what I'd like to do is open it up to you to see if you have any questions.

**Question:** I wanted to get your take, sir, on what do you think as far as enlisted members who get their Bachelor's degree, Master's degree, receiving some type of incentive pay? I know senior leadership always wants enlisted to get their degrees, however at a lower level, say senior Airman, staff sergeants, tech sergeants, there's really not too much of an incentive until you hit master sergeant, then you're going up for senior.

**CMSAF Roy:** You're probably not going to like this, but we have I think right now in our Air Force, actually across DoD, I think we receive pretty good pay allowance. I think we get paid pretty well. Do we need to put a stipend in there if you, for instance, have a Bachelor's degree? I'm not a fan of that. I am not a fan of that. There's ways for you to be compensated for that if you would like. There are commissioning programs. And having worked around other

militaries that don't have those type of programs, I'm not afraid to tell you about it.

Some other militaries that are not quite as advanced as us, they would never tell you about that. In fact they don't have them. They would look down on you, they would frown on you if you even talked about, thought about becoming a commissioned officer. We don't. We highly encourage it because I think we are a professional force, and as you just expressed to me, you are a professional Airman, you're a professional NCO, professional officer. There are ways of getting compensated for that if you'd like to get your commission. If not, as many of us in this room, many senior NCOs in this room, probably have multitudes of college education, and quite frankly, it's not always about the money. I've been in this business for 27 years now and have loved every minute of it and it's never been about the money. Never been about the money.

Do I think we need to give incentives for those? I don't believe so. I think there's another venue that we don't typically think about, some won't talk about it, but you are compensated in other ways. You're probably compensated in maybe Airman of the Year, NCO of the Quarter, maybe a promotion, maybe some other way.

What I try to tell people is go to school, get your education for the quality of life for your family. We, the Air Force are just going to benefit from it. You're going to be a much better leader, a much better communicator, across a multitude of angles. So I'm not a fan of that. I appreciate the question.

**Question:** I know you were talking about EPRs. I was wondering if there were other changes that might be looked at. Not just the test scores, but the point count for METLs or some sort of point for deployment or point for if you receive the Combat Medal?

**CMSAF Roy:** I think we have a pretty good WAP system. I think it's very effective. Weighted Airman Promotion system. I think our system is on queue. I believe that it is sound, it's been around for a long time. I think it is sound. There have been adjustments to it, but I believe it is sound. If you've seen other militaries that don't use a system like that, or nothing close to it, you would agree that it's pretty, it's fair, it's equitable. There are ways of working to accomplish those things. We put it back in the hands of the member. If you want to get promoted, you can get promoted. I think it's fair and equitable. I happen to like the system myself. Even though it's been around for a long time and one of my predecessors helped set it up. I think it's effective and it does work very well.

Again, the EPR system is just one factor in there and EPRs, as much as some have asked me why don't we just take the EPR system out of the promotion? Well wait a minute. You want me to take your performance out of promotion? That doesn't sound right. Why would we want to take your performance away from your promotion? Isn't that what you're getting promoted on, is your performance? So they are connected, they're interlinked. That's why I advocate to those that are in the audience, that this is ours to fix. It does affect it. But it's ours to fix.

I can't say, I can't drill down, I don't think anybody in this room can drill down to say well, this person right here got promoted and they should have never got promoted because they had this on their EPR, their evaluation. There's probably something else that has affected that promotion, whether it be good or bad.

**Question:** You made a comment about fitness [inaudible]. I [inaudible] last squadron [inaudible]. If you're just barely passing your [inaudible] test, I still don't see why [inaudible]. So I guess I'd like to get your perspective on that. We're looking [inaudible], I'm just going to pass the test and [inaudible]. [Inaudible] come up with a number. For me under the old [inaudible]. That means you really are trying. And even [inaudible], I felt like I was kind of [inaudible] a little bit there. What's your feeling?

**CMSAF Roy:** I don't believe we should put the number inside the evaluation. There's a reason for not putting it in there. The new PT program will help with some of it. But do we need to say well, that person got a firewall 5 EPR if they don't have 100 on their PT test? That's stretching a little bit. I think we need to look internally. If the person has failed a fitness test then obviously we need to adjust and rate accordingly. But what about if you're in the middle there and you're racking and stacking on there? That's a very good question. It's a question that you, the evaluator, need to look at. That's one factor in the overall evaluation system. It has to do with standards. And how are they on other standards? So you the evaluator, and I would assume yourself as a squadron commander are probably looking at it saying wait a minute. This person was close, so why should they get a firewall 5 EPR? I think you need to look at it overall and say what was the standard? Was the system, the PT system, the way it's set up now, was it fair and equitable? I think it is. We're going to adjust it a little bit to make it clearer for people and adjust the time for the runs and time for the number of situps and pushups and such, to adjust it more so

for the health piece. But I think you need to look at the overall piece on standards.

**Question:** With all the push on the new PT tests and all the push on the run, working in profiles for a while I saw the only way to kind of get around that is to actually be injured on a profile and/or it's going to affect your career as we've been talking about. But have we truly as an Air Force taught people how to run properly, instead of just pushing yourselves because we're lazy or what not, and to the point of injury and then the profile. It seems like there's a circular problem.

**CMSAF Roy:** I will just tell you my personal experience, having just come from the United States Pacific Command, and I have to share a little bit with Chief Bishop down here. But at the health and wellness center there at Hickam Air Force Base, they have a machine that you can actually physically go on and they will track you and they'll tell you exactly what you're doing wrong, what you're doing right, do you have the right shoes, do you have the right insoles? So I think as this system continues to go out there, I think we're trying to get there with it.

You're right. How many injuries do we have because of running improperly? I think it's through this kind of thing and through the Hawk is where this is done at.

I was amazed. Chief, you're pushing your foot out and you should be pulling it in. Really? No wonder my knee hurts when I run. So it really, it shows you a lot. It goes from different angles and it's quite unique. Obviously you have a technician there that is able to explain it to you as well. It's not just the machine, it's the technician to be able to explain it to you, and what the right kind of shoe is that you should be wearing. That certainly has an effect on your run.

I'm glad you mentioned profiles. Let me talk just a minute about profiles. I've been told an awful lot when I've been traveling, and one of the areas that I would ask you all as senior NCOs and as commanders is take a hard look at those members that you have on a profile. And don't be afraid to go back to the medical community and ask what the person can do. Not what the person can't do, but ask them what they can do and be able to follow up with that with good sound advice from the medical technician or the doctor themselves. But please don't be afraid to do that. All too often we think we've got this profile slip that's from the doctor that says the person can't run too long or they can't lift this amount. Go back and ask them. If they've not provided it to you, go back and ask them what can they do?

How long can they stand? It's something you as a commander and you as a senior NCO need to be able to do.

Do you have a follow up question?

**Question:** Briefly talking with the Army here a few months ago, they started in their Basic Training program with some physical therapists on teaching some of those individuals how to run properly. I'm just kind of afraid that instead of just throwing the book at somebody, to actually say, like you're saying there at Hickam, maybe you're just not doing it right. Then we could maybe rehabilitate some of these individuals instead of kicking them out.

**CMSAF Roy:** I'd ask you, do you have a point of contact?

**Question:** Yes, sir, I'll write it down for you.

**CMSAF Roy:** Please do, and I'll pass it to Chief Cole up on our medical staff and see if we can't get that deployed. That's good. Thank you.

**Question:** I just came off a squadron commander tour of [inaudible] at Fairchild. One of the things that I saw when I was there and very concerned about is that we have kind of trimmed down in various career fields and leaned out. From my perspective at base level it seemed like we have leaned out so much that especially in the NCOs that I think are going to be great senior NCOs, and the senior NCOs, I've lost the ability to flex with them and give them and give them career broadening opportunities. For instance, sending someone to be a first sergeant. Their career field is so lean that the career field won't let them go. Or taking my senior master sergeant out of the weather shop and making him a superintendent so that he can compete for chief and be a great chief.

But we get push-back from functional when we try to do those things. No, they need to stay in their technical career field. I'm not so sure about that. I'd like to get your opinion.

**CMSAF Roy:** One of the areas that I've really engaged in was with the career field managers. Obviously the career field managers, they control that career field, and it's a great group of chiefs that do a fabulous job. What they're looking at is, quite frankly, they're looking at their career field. In some ways they may think that they're assisting you when in fact you as a squadron commander or you as a superintendent or chief out there are really looking at going in a different direction with the person

and trying to add a little bit of flexibility out there, may not be allowed to do that.

One of the things, because you mentioned it, was first sergeants. One of the areas of focus that I have begun to put a little attention to is, we've never had any first sergeant positions vacant, in my thought. What do you mean? We've not, because you as a squadron commander, what have you done? Regardless of what the career field manager said, you did it anyway. I would at least hope you did. You grabbed that young master sergeant or that senior master sergeant and said you are now my first sergeant. So in effect you as the squadron commander have had to pay that bill twice. Why? I think we need to give master sergeants an opportunity to be first sergeants. I think there's a great opportunity out there. It expands the person's horizons a bit, opens their leadership door up a little bit.

So one of the areas that I'm focused on with the career field managers is not just for that, but other special duties. Are we there yet? No, we're not there yet but we're talking about it at least.

There are a lot of places I go to that are still ringing with the chime of PB720. Chief, we're taking our last PB720 cut. What do you mean, your last PB720? You're not through that yet? Some are still thinking and feeling the effects of PB720. That's probably one of them that is still ringing out there a little bit. Wait a minute, I've got these amount of people right here and you have that mission to do. How am I going to do that? Now I have five people instead of the ten I used to have before. It makes for some creative leadership out there. It's an area of focus that myself along with the career field managers are looking at.

I would ask each of you out there, and some that will go in command, and obviously some in this room that will be supervisors and superintendents, or are now, go back to your organizations as you're working in your organizations and look at those hard things. Don't be afraid to send them up to the career field managers and say this simply doesn't make any sense. But is this the only time in our history that we've ever done this? I can tell you that the answer is no.

I can remember being a civil engineer, and having been asked to be a personnelist for a little bit. It's not the thing I thought I wanted to do but I got asked to do it. I appreciate it now. But then I got asked to go be a superintendent of a support group. That's pretty cool. Personnel didn't think that was pretty cool. They said no way, you can't do that. I thought well, how can you tell me

that? I belong to the wing commander. I belong to the group commander. They can do whatever they want to with me.

The career field manager, trying to put their arms around everybody. So we've just got to engage them.

I met with them just the other day. Their intent is to make sure they provide, no kidding, they provide the best technical leader out there and to our Air Force. So they're looking out for them. Sometimes maybe a little bit protective of it, too. Good point.

**Question:** Given our high deployment tempo and changes with the PT program and wavers, are you concerned with female Airmen that choose to start a family? They're protected the first six months from PCSing, but they're no longer protected after six weeks from deploying. I think that give some great concern for those young families in the sense that the Navy and the Army have regulations that protect them longer than those six weeks from that initial delivery. I see the Air Force lagging behind.

I also feel though that it's probably a Defense issue. There shouldn't be a difference like that between the services. I see at the Air Force at that six week point that mother can deploy and there's nothing that protects her unless she's on another fitness profile.

**CMSAF Roy:** I have to be honest, sir, I do not know that well enough to even talk about it but there's a young senior master over here writing it down pretty furiously. We'll get you an answer. I'll go back and ask Chief Cole. That's a good question. I'll ask him to compare.

**Question:** It used to be if you failed your PT test you weren't qualified for deployment. When that got thrown out, it was like throwing out the baby with the bath water.

**Voice:** Whether or not you've passed your PT, you're still deployable. The only MAJCOM in the Air Force which mandates that you can't deploy unless your PT fit is AFSOC.

**CMSAF Roy:** I'll dig into it.

**Voice:** You just have to be current, whether you've failed or not.

**CMSAF Roy:** Okay. I think we're getting the hook. Again, folks, first of all I'd like to just thank you for coming to AFA and being a part of this professional organization and coming here to celebrate -- I know we have the 12 [inaudible] with us here today, some from this year and some from previous years. I applaud you for your

significant accomplishments and what you're going to do for our Air Force over the next year.

For everybody else, thank you for continuing to support an organization of your choosing. Obviously AFA. Because it's important to be a member of a professional organization, and what you have learned and what you've seen here over the last couple of days, quite frankly a lot of your Airmen across the Air Force will never see. Please share that with them. Be a part of their development. Take back what the Chief and the Secretary said. Share that with them. That's how we continue to grow.

Thank you again for allowing me a little bit of time with you this afternoon. I look forward to spending a little bit of time with you at dinner tonight. Thanks.

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