

"Air Force Reserves Challenges"

Lt. Gen. Charles Stenner

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Lt. Gen. Stenner: Thanks so much for that very nice introduction. I will tell you that you missed just one thing, that is in my file there's the A-10, AF-16, CF-4D. Not my favorite and my most current machine to fly is the D-4D, and you all do know what that is, don't you? That's a desk with four drawers. [Laughter]. I have thousands and thousands of hours in the desk with four drawers right now, and I have two jobs, too, I have two hats.

That's why I'm getting so many hours in those two desks, because for those that may not know, the Air Force Reserve Chief, the Chief of the Air Force Reserve, has a Title 10 hat, a job in the Pentagon, that says you are the principal advisor to the Chief of Staff of the Air Force. I also by law have a second hat, that is the Commander of the Air Force Reserve Command. Both are Title 10, and both are with full staffs. Both have responsibilities in law. And I am the boss of both.

But you can't have two bosses, right? So I had to choose which one was going to be the boss and I chose the Chief. The Chief has got to be the boss of me, the Commander, and I will tell you that on a daily basis the Commander gets awfully upset with the Chief -- [Laughter] -- because the Commander would love to push it up and get it done, and the Chief is going, I live in this AOR called the National Capital Region, hang on, big fellow. We'll work on that. Okay, Chief, just a little while longer.

I explain this every time I go some place. And I went to McCord and I had a chance to talk to some folks and I took questions. One of the guys in the back had a question on IMAs. After he got done with the question he said by the way, I'm a chaplain, and he said if you like, I do couples counseling. [Laughter]. I can help you right out with your schizophrenic problems. [Laughter].

But I think I'm one of the luckiest guys in the world right now because I do have those two hats. I have the opportunity to be the Chief and I have the opportunity to be the Commander. And just right up front I'll tell you

that we've been in command since 1997 and we really haven't had the Commander live with the command, so that's happening next month. The Commander is actually going to domicile at the command at Robbins Air Force Base where that command exists, that major command. That doesn't mean anything goes away up here. It does not at all. That responsibility still exists up in the Washington, D.C. area. That Air Force RE staff still exists and still has the same responsibilities and will be doing those kinds of things for a long time because both exist in Title 10 in the law.

So I get a chance to see strategically from up here. I get a chance to look at how do we fund the things that need to be done for an Air Force, and how do we execute down at Robbins? How do we take that operational piece, use what has happened up here as far as the funding streams, the policies, the legal aspects, and put that into effect where the rubber meets the road and run that operational command on Robbins Air Force Base.

When we do that, it is around the world as part of a three component Air Force. I will tell you that everything I'm going to say today is couched in that. We are a three component Air Force. The Air Force Reserve is one of those three components. We do things as an Air Force around the world not one component at a time, but as an Air Force. The challenges, once I got over the challenge of whether I should talk to you about things from the Chief's perspective or from the Commander's perspective, that was my biggest challenge today, to talk about challenges from which perspective. I compromised. I'm going to do both. Isn't that how we do it? We'll figure out how to make both work because they both impact the other.

The challenges of the Air Force Reserve, and when you talk about challenges, the way I view it anyway, challenges always equal opportunities. And when you look at opportunities, if you're going to take them, you've got to turn them into something you can manage, and therefore, they need to be objectives.

So the Air Force Reserve challenges are to make sure that we are full partners with our active force and our Air National Guard as that three component Air Force, and when you break it down further, it's how do we best as an Air Force Reserve feed the fight that the Air Force has, and

how do we best acknowledge the Air Force's five priorities, because that's exactly what there are. Our Air Force has five priorities. It doesn't say active duty Air Force priorities. It says Air Force priorities. So they're my priorities too as the Chief and the Commander of the Air Force Reserve.

My priorities then need to be focused and sharpened a bit I think. My priorities that are my challenges start with what I think is my number one job. The challenge I have, number one, is to maintain a strategic reserve. If we cannot maintain a strategic reserve then we don't do our nation right. Maintaining a strategic reserve in today's world means maintaining that strategic reserve while providing the operational force that we use on a daily basis around the world.

In other words, that strategic reserve, that 67,400 Air Force Reserve members that we have today around the world has to be sustained and maintained, and we leverage it on a daily basis to provide mission capability to every individual MAJCOM, through every individual MAJCOM to every combatant commander in every AOR in every mission set around the world.

Now when you look at that, that's a challenge. That strategic reserve, if we over-use it, it breaks. If we over-use any mission within it, it will break. And the kinds of things that will keep it from not breaking I think are to make it as sustainable and predictable as we possibly can.

So we need a sustainable and predictable Air Force Reserve, maintain that strategic reserve, and leverage it on a daily basis in every single mission in air, space and cyber providing that capability around the world seamlessly with our active duty and Guard partners, to make sure that we do the nation's business and what the Air Force and the combatant commanders require of us in warfighter capability.

The Air Force Reserve command right now is at 67,400 folks. We went down to that number on 1 October of this fiscal year, last October. We did what BRAC asked us to do. We cleaned the slates of about 7,500 folks. Not only BRAC, but Base Realignment and Closure along with PBD-720, Programming Budget Decision 720. Everybody's heard maybe

that term once or twice, because that is the absolute worst thing that everybody thinks could have happened, because I'll bet you every single one of you have felt it somewhere in your time. Somebody's face no longer existed because somebody's job was cleaned off the books. Five thousand of those were IMAs; 2,000 and some odd were unit members. So the Air Force Reserve drew itself down. We leveled it out to 67,400. We moved six wing flags in BRAC. Six of them. Michigan to Florida; Wisconsin to North Carolina; Oregon to California. Six of them like that.

When you do that, what doesn't happen? You don't permanent change of station traditional reservists who have civilian jobs and feed their families with those civilian jobs. So when you do what we did, we laid the foundation, all goodness. It was very difficult to do what we did, but we laid the foundation at 67,400 folks in all the different arenas that we knew or predict there will be growth, there will be new missions, there will be associations. So we have laid the foundation for the strategic reserve to remain and sustain itself in a strong and effective manner.

We've got locations that we know are going to be feeding the fight with KCX. We've got locations where cyber is going to work. We've got locations that meet the needs of the United States Air Force and thereby meet the needs of the nation, and they're prioritized that way.

How do I maintain that strategic reserve? That is a sustainable and predictable operational force on a daily basis? That is to make sure that we tell folks when they're leaving, we tell folks when they're coming back, and we make sure that we do that so that they understand that it is a repeatable and sustainable tempo that we do, and it's very difficult right now because we have a lot of our mission sets that are running, what, one-to-one dwell. You heard the Chief talk about that a little bit ago, and he named them. Those are the things we've got to be concerned with to maintain the challenge, to maintain the strategic reserve.

When you look at the second challenge, it's the triad. The triad I'm talking about is those citizen warriors, those citizen airmen that have their military job, that have a family, and if I stop right there it doesn't matter who I'm talking about, right? Anybody in the military likely has those two things. But the third piece of that,

of the triad, is the employer. That civilian entity that this Reservist has to balance. And 80 percent of the 67,400 folks in the Air Force Reserve are traditional reservists or IMAs, they are part-time. Meaning they have those other two parts of their lives besides the military piece that we ask them to do.

That balance has to be maintained and sustained. That's a challenge. The OpsTempo is high. We talked about that. The demands are high. There are stressed career fields. There is LDHD, low density high demand. Then there are families to be considered. Then there are civilian employers to be considered.

Now we measure when you have things nicely balanced as a Reservist. I'll tell you how. When you have a civilian boss just as mad as your military boss, just as mad as your spouse, you're nicely balanced. [Laughter]. Very tongue in cheek. But we want to stay far, far away from that. That's stress. That's a lot of stress when you have to do that kind of thing, so maintaining the balance means predictability and sustainability for the member, predictability and sustainability. Predictability for the family and predictability for the civilian employer.

We've got to tell the civilian employers what it is that we need that same individual that they count on day in and day out, what it is we militarily need from them on any given day, when we're going to send them as part of that operational force that we leverage in that strategic reserve. When we do that, we make sure that the employer knows when they're going and when they're coming back. And of course we do it inside of the AEF rotation, right? Everybody understands the AEF rotation which is only 120 days. [Laughter]. Oh, did we forget to tell you about the front end? Okay, the prep time. Did we forget to tell you about the back end?

So when you come home there's yellow ribbon, there's e-mob, there's all those kinds of things. So we've got to be straightforward with the employers.

We have an AEF cycle that's built on 120 days. That does not talk about the cycle that goes into when you need to show up and get ready to go and then go, and then you have your boots on the ground for X amount of time and you come home and you demobilize or get back into the flow.

That's the amount of time that we need to tell the employer about. That's predictability. And we need to manage that with that dwell time that the Secretary of Defense has a red line drawn on which is one to five. We've got to maintain one to five planning factor on the things that we need to do.

Then you look at one to five and one to four and one to three and one to two and one to one. The Chief talked about those stressed career fields. Those are out there and those are the ones we really need to manage and monitor as leaders, to make sure that that triad of that Reservist is sustained and maintained so that that strategic reserve is maintained as a strong entity, so that we can leverage those capabilities on a daily basis.

The third challenge for me is to organize appropriately as we grow new mission or look at the current mission, and make sure we leverage what's good from our Air Force Reserve. What's good from our active duty counterparts, what's good from our Air National Guard. What's the best of those, how do we mix those in what's called an association, and look at the mission sets that we've got, every single one of them, through the lens of association.

Association meaning like we have done in the Air Force Reserve since 1968, become part of an organization that is a coupled entity. In other words, we used to do it with strategic lift. That was where it started. The strat lift, the big airplanes, we put a Reserve wing right there with an active wing and flew the same equipment and got better utilization out of that equipment. We've done that in the strategic lift world since 1968.

Today we're looking at every other single type of airframe, every other single type of mission, through that very same lens of association. It gives you a lot of flexibility. You put the active force together with the reserve force, Guard or Reserve, and you get depth, you get surge capability, you get flexibility on a daily basis as to what kinds of folks you want to send, you get the ability to send a Reservist when they have availability and they have it away from their employer. And you take those and put them together. It may not be the cheapest, but it is likely one of the most cost-effective ways to deliver a capability to a warfighter.

You've got to look at three different things when you look at what's the cheapest, what's the best, what's the fastest, what's the best way to do this association. Am I building them for a warfight? If I'm just building the organizations to go fight the fight that the O-Plans say we've got to do, what would you do? Well, it's like the old strategic reserve, right? You put them on a shelf. When they pull the operational plan out because the big one is kicking off. You bring everybody off the shelf, you train them up, and you send them to war, you bring them back and put them back on the shelf.

So what kind of folks would you want with that? If you don't need them except for that particular time, they're 95 percent part-time, right? Just bring the 95 percent part-time, we'll leave them on the shelf until we need them, bring them out, sustain them and send them and come home. That will not work for the AEF rotation base we've got right now.

So if you just built the Air Force for the EAF rotation base, you build it based on the tempo you've got today, right? Well, that's not exactly enough to maintain and sustain the third piece, the daily operations part of that. So you've got to look at what is it the war plan requires, what is it we need right now on a daily basis for the AEF rotation, what is it we need to maintain the continuity and continuation training of all these mission sets on a daily basis? And when you look at all three of those together, you don't pick any one answer. If you go after it to say what's the cheapest, you get the wrong answer. If you go after it to say what is the one where I have the most flexibility because everybody's full time, that's not the right answer.

So you don't look at the fiscal efficiency, you look at the capability of delivery, then you find the knee in the curve, is what I'll call it, that most optimum cost that gives the capability to the warfighter at the best bang for the buck. That's the association I'm looking for, and that is going to be optimized for capability delivery and minimized for risk as best we can.

That then becomes the way we organize to do the training and equipping of those triad type citizen warriors so that they can become part of the strategic reserve which

we leverage on a daily basis to fight the fight that's going on around the world in all the combatant commands right now.

And lastly, the last challenge we have is an Air Force challenge. How do we modernize this Air Force to ensure we have the right stuff to take care of the things we need to do around the world in each of those mission sets?

So modernizing, and we do it as a three component Air Force, do we not? When we modernize airplanes we do it for the entire fleet. The entire fleet exists in all three components. So the Air Force has a modernization program. The Air Force Reserve and the Air National Guard have NGREA, National Guard/Reserve Equipment Account. What do we do with that NGREA? Well, what we do with that NGREA, which comes to us every year directly from Congress, is we put it against the highest priority.

Right now my challenge is to figure out what those highest priorities are. I've taken it down to two things when it talks about big airplanes. I see that as precision engagement equipment and defensive systems. Those are actually a reality for the big airplanes, the space world, satellites if you will, the kinds of things that enable precision engagement and the things that enable us to take something into the theater with defensive systems on it.

But if you look at, and I refer again to what the Chief was talking about today. Today's realities, where are we? We're looking at irregular warfare, we're looking at small package kinds of things, we're looking at building partnerships. When you're looking at irregular warfare and all that entails, you're probably looking at more like the kinds of things that individuals need in their own personal protective gear. You're looking at body armor, you're looking at helmets, you're looking at goggles, guns, the kinds of things that go with irregular warfare, small packages, heading off to do the things that need to be done around the world.

So looking at the big airplane pieces. Now adding a lens of irregular warfare. What can we, Air Force Reserve, Air National Guard do, to facilitate some of the things that would happen, that need to be done so that we as a three component Air Force stay up with in each of the components the most current gear that goes on with security

forces; the most current gear that goes into small packages of capability that goes somewhere in expeditionary combat support. Security forces, engineering, all of the things that do, the base infrastructure support. I see some of those as becoming a very high priority now, and we need parity with the equipment to have the training be equivalent on each of those missions so that when we deploy we retain or maintain the seamless execution that we've always had.

So modernizing the things that we need to do, keeping up with the Air Force big airplane, big acquisition modernization, ensuring that we put our precious NGREA dollars against what it is that gets precision and defensive systems into theater, gets those airplanes into the theater quicker. If we can accelerate an assembly line with money, we'll do it. Then we get that to the theater and it works in the theater.

So we modernize so that what we organize into units is ready to go and we use those three, those triad folks, those Reservists, those precision warriors who we put into those units or IMAs, to leverage them as strategic reserve on a daily basis to fight the operational fight around the world that we're doing today.

That's my view of the challenges that I have. I have a challenge to maintain a strategic reserve. I have a challenge to make sure that the reserve, citizen warriors are sustained and maintained, and the families and employers are considered. My challenge is to make sure we organize, and I encourage the Air Force to do this across the board so that we leverage all three components, we rebalance if we have to, we modernize in sync with each other. The challenge there is huge because it's expensive. It's very very expensive.

So those are the things that I see as challenges.

What are we doing about it? It's tough to say here's a challenge and then say okay, tough beans, right? What's happening?

Right off the bat, sustaining and maintaining and predictability has to be done again in three components. Sustain and maintaining predictability in every mission sets means that we don't just label it LDHD, we don't just

label it stressed, we do something about it. What would that be?

It costs money. You can't create overnight a staff sergeant with ten years that understands security forces. But let's take security forces as an example. Are they or are they not stressed? Well, they're a low density high demand, I'll tell you that. There may be some different things that go into stress or not. But what do we do with that? Do we leave it like it is? Do we look into the future and say what is the requirement for the future? Then we ought to program something to fix it. And when we go as reserve component members to our partner MAJCOMs and say what is your requirement of us, I'm going to encourage them when we build the '12 POM to take a hard look at what they own as far as those kinds of mission sets, and come back to us and say how can we assist as an Air Force Reserve? The challenge still being that it's not just a Reserve issue to fix. It's an Air Force issue to fix. And it has to start with fixing it in all three components.

So you don't just buy your way out of a stressed career field by adding Reservists and Guardsmen. You buy your way out of a stressed career field by adding sufficient numbers of each, proportionally with the requirement, proportionally with the daily ops requirement and the surge requirement, and it will take us a while to get there, and it will allow us then to perhaps, understanding dwell. Dwell being one to one, one to two. If we get below one to two, that is when we mobilize Reservists and Guardsmen.

When you look at one to five being the goal, as soon as you drop to one to four in any mission set I'm going to lose ten percent. They're going to attrit. If we go down to one to three, we lost another ten percent. One to two, another ten percent. And one to one, another ten percent. Pretty soon I have not maintained and sustained the strategic reserve and the operational force has drawn down to the point where it's null and void. So we have got to come up with some kind of a solution working together, three components, looking at the program, looking at the mission set, stress high density low demand, or low demand, high density, excuse me. I got it wrong again. High demand. Not enough. Low density. That's where we are.

Buy ourselves out of that, all three components, working together as an Air Force, long range vision. How do we get there? We've got to do that. So it's underway.

Programmatically we start now with the requirements process. What do you need? The requirements process comes from what the combatant commanders say is their integrated priorities list. It's from what the commanders tell our component MAJCOMs and our component NAPs, these are the things I need to fight the fight in my AOR. That trickles down to a MAJCOM telling the reserve components I need help here, here and here. And I will go back and ask. We're happy to help, what are you doing? Because when it's one to one, a trigger. When you go to one to two -- take security forces.

When we were at one to five, one to four, one to three, everything is an AEF rotation base, normal 120 days. When any given mission set in the active force drops below one to two, we put reserve forces into M and N vans in our global force management AEF rotation base, meaning that they are under an involuntary mobilization and will stay that way until the active force is above one to two again. You can't get above one to two unless the tempo goes down -- not likely, or unless the talent pool increases. Either one of them takes time, so we need to start now.

I see the '12 POM as the way ahead in some of these stressed and LDHD career fields as an opportunity for us as a three component Air Force to work on what we need to buy, what we need to train, what we need to equip and put into an appropriate active component or reserve component. We need to rebalance that active component and reserve component. We need to find out where we have excess capacity and what mission sets those are. Re-roll those into where the low density is and make this work for the future in all of those career fields that the Chief talked about a little while ago, and to look hard at all of those, and each of the MAJCOMs has to work on that.

Second is what do you do about that reserve triad? What do you do about the Reservist? And the same thing with the families.

First of all, what's important to each of you, our traditional reservists? What's important to the Guardsman? And before you can fix something you need to know what's

important to him. So we spent the last many months working with the Everett Group who is on contract with Secretary of the Air Force PA folks. We leveraged them for some very specific questions that we had as to why did you join the Air Force Reserve? What is keeping you in the Air Force Reserve? What is it that you don't like? What is it that we need to change?

We went through several months with a very large sample size and we now have data that says from our reserve perspective, these are the things that are important. Right at the top, why did you join? Patriotism is right there. Retirement is right there. Ninety-some percent of the folks who answered these surveys said patriotism and retirement. And it goes on down percentage wise to the very bottom. But we have that data. We know why people came in the first place and we know why folks are leaving, and some of you may have been part of the sample size, if you're Air Force Reserve members, and I know we've got all three components in here. We've got our civilians and we've got our folks who are well known from past history and have been here many many years, and we appreciate their help as well.

Civilian, active duty, Air Force Reserve, Air National Guard. We've got the whole schmear sitting in here. That then comes down to how do we do business?

So how do we take care of that reserve piece? And the families. And the employers.

I need now to interview employers. I know what's important to reservists, what's important to the employers? So the same thing is now happening. We're going to the employers and we're working with ESGR, Employer Support of the Guard and Reserve, as they are after the same question and answer. What's important and why? Because both of us want to go to Congress and answer the question we get asked every time we go there. What can we do to help?

The congressional representatives want to know so they can do what they need to do legally, statutorily to take care of our employer base. We don't do anything without that strong, strong, strong employer base. They're facilitating letting everybody go. They're working hard to gap the pay, or when the pay is gapped to make up the difference.

Our employers are amazing. In another week or two we have the Freedom Awards over at the Reagan Building right here in downtown. Everybody who's a reservist has had the opportunity to nominate their employees for these Freedom Awards. My employer did this, that or the other thing. That competition is done and they're about to be awarded and rewarded over here and it's amazing what employers are doing for our traditional Reservists and our traditional Guardsmen right now. A part time force that's being allowed to go around the world and service this nation's needs in the warfight.

So employers, what are we doing? We're going to find out what's important. We're going to recommend to Congress what we think will work. But married with why it's important to our reservists, so we don't just go off with half the data. That data together has to marry up and we have a picture now, a picture we can paint with the Congress, a picture we can paint with our active Air Force, Guard and Reserve membership all together, then maybe we can start rebalancing the kinds of things and maybe we can offset some of the things we've got a little too much of and buy some of the things we have not near enough of. Those are the kinds of things we've got going as far as the manpower piece.

Thirdly, with the associations. I'm a strong proponent of data, if you haven't noticed. How do you know that you've got the right balance in an association? How do you know you are delivering the right capability? And how do you know we haven't done harm in any of those? We better start measuring it somehow.

The way we're measuring it right now, and it's taken us about, it will be two years in December since we started this effort, but it's coming to fruition right now, is with a tool that has been done by the A9. The A9 in the Reserve Command, the A9 at the Headquarters Air Force, and the Air National Guard's analysis folks as well. It's called ARDVARK. It's a tool that says how much do you require, how many UTCs do you need, how much dwell do you want to live with? You put all these assumptions in and it says you need so much of this capability. Then it's up to the functionals, it's up to the commanders to look at that. It's up to the programmers to look at that and say what is

it we require? What's our planning force? Does this do it? Likely not.

So where do we then need to look to buy more capability? It's not just a gut feel any more, it's at least something that says reality with data. We can tell how many UTCs we need at any given mission set. We put that together with a thing called ABACUS, which is a business case analysis of infrastructure. How expensive is it to maintain this infrastructure with this amount of manpower to provide this capability to the warfighter? And where can you adjust the infrastructure, where can we actually leverage another location to say this is going to be the most cost effective way to deliver that capability?

So when you look at building an association any more you start with what's the requirement, it came from the combatant commander. What total capability do I need? Put it into the data system and let's run it. Then out the other end comes a tool. It is not a perfect answer, but it is a tool that will tell you you can do it with this much, with this amount of risk, with this amount of dwell, with this amount of people, and you'll get this output. That's the starting point to my way of thinking. Then you put military judgment on that and you never let that go. You have to apply military judgment to this and the warfighters understanding.

Now the fact is we've built it with operational availability six exercise data, did it with '08 data. Did it with '08-'10 data. Did it with some real world data. So it is being refined as we speak. But it is a tool to tell us how best to build those organize, train and equip organizations in the unit world across three components as best we can.

Number four, modernization. I just gave you a little bit of that including where I'm anyway, right now. Are we a two MCO world or are we a one MCO world, a major combat operation, with another one being all of the irregular warfare that almost equals an MCO and in of itself? Are we in the same force planning construct we've been? If it's not two MCOs then we have an adjustment to make. If it's one MCO, irregular warfare, either way we've got an adjustment to make and the realities of today balanced with the requirements of tomorrow equals risk. Somewhere we're taking risk. And the modernization piece that comes in is

going to have to be looked at through that lens. That's the way I see that three component Air Force marching down the road with the Air Force Reserve and the Air National Guard, three components working together, doing what we can to modernize, taking our TOA, our dollars and applying them against the requirements, using the NGREA dollars in the most efficient and effective fashion to do today's fight, making sure we have what we need for tomorrow's wars as well. And looking at it in the light of mobile force management. How do we take our force and send it where we need to send it as part of that three component Air Force?

So we're looking at data in each of the challenges we've got that turn into objectives.

The first challenge, strategic reserve. Maintain it. We need to know what the requirements are, we need to fix the stressed career fields.

Number two, make sure we take care of that civilian triad. Make sure we understand what it is that the employers need. Make sure we understand what it is that our members are feeling. Use the data then to build the right numbers of folks, sustain the dwell, sustain the programming, being predictable in the AEF rotation, taking care of daily operations and making sure we can fight the warfight as well.

Making sure that we organize, train and equip in the new mission sets, because as an Air Force Reserve, we've got 4,256 additional manpower authorizations on the books starting 1 October of this year. We took down to 67,400 so that we could put back in the new mission sets everything that is being required of us today. Unmanned aerial systems; intelligence, surveillance, reconnaissance; B-52s, conventional and nuclear; the things that are going on in cyber. Huge. We're fixing it with -- not fixing it, we're part of a three component Air Force that's building that capability that we know is required both today and tomorrow. 4,256 unit authorizations, then 600 IMAs, individual mobilization augmentees.

So by the time we get to FY12 or '13, we will be up to 73,000 plus. In the current missions and the enduring missions as well as the new missions that are required of us out there.

Those are the challenges, there's where we are today in those four arenas.

I'm going to finish up with one more thing, and this is the umbrella piece, if you will, as I see it.

I mentioned earlier that we've had a command since 1997. It's a major command. It's no longer the junior member of the MAJCOM fleet, because Global Strike just stood up. That's the junior member. Air Force Reserve Command is the 9th MAJCOM, Global Strike is the 10th.

But as a MAJCOM, as I mentioned earlier as well, we've operated and fed the fight and taken care of business and never said no and sent people to war, but we've never done it as a full partner MAJCOM where as a major command, as an Air Force Reserve, we are required to organize, train and equip, and then if we organize train and equip we ought to be able to provide, present forces to the warfighter as well, as opposed to some of the older processes that had us providing forces to a gaining major command.

Gaining major commands came into play in about 1960 and they were TAC, MAC and SAC. When those forces were gained, the continental air commanders -- a history lesson -- gave those forces to TAC, MAC and SAC, lock stock and barrel. They trained them, got them ready, and then they fought them as those major commands.

We have evolved since 1960 to where we organize, train and equip reserve forces. All reserve forces are assigned to the Air Force Reserve Command. We have partner MAJCOMs, nine of them, which we have a relationship with every single one of them, a pretty powerful place to be. Not a single mission that we don't take on if it's a requirement. And we have a piece of nine partner MAJCOMs. And I look at those as partners as well as in most cases there's a lead. Somebody has to lead. When it's mobility forces, AMC's in the lead. When it's combat air forces ACC's in the lead. When it's space forces or cyber missions, Space Command has that lead.

So we have partners, we have lead, we have organize, train and equip requirements, and as a MAJCOM we have to retool ourselves to be able to present forces. Not go through nine different MAJCOMs to get to a warfight. I'll give you an example.

They asked us the other day, there was an RFF, a request for forces that came in that said I need ten contracting folks. It took us five locations to find those ten. And then we had to go back through those five locations to get them to AFPCDPW where were then put back together and sent off as a single entity to the AFOG, to the Air Force Ops Group, and on to the warfight.

Well wouldn't it have been easier if they were all reservists, and the functional at the Reserve Command had a holistic look of that particular career field, was able then to deal partner to partner in who's going, and then mobilize and present them directly to that chain that takes that person to war?

And one more thing. Wouldn't it be better, I don't know how many IMAs we have in here or how many of you are familiar with IMAs, but individual mobilization augmentees are a unit of one. They are paid for to do specific things for an active duty entity. The Reserve Command buys those IMAs and pays for the RPA dollars, the Reserve Personnel Appropriation, that maintains them at a capability level. They are not bought and paid for to be part of an O-Plan.

So when the Reserve Command buys those IMAs and gives them to that active duty entity, the active duty entity is responsible for the daily operation, the daily direction of work, the OPRs, EPRs. And when it comes time for an IMA to say I'm ready to go and I can, and the IMAs are prepared to go to war, who's going to send them? Nobody bought equipment, nobody bought any training or any bullets for the guns or anything else to get you to war.

So the way I have seen it, the IMAs have had to fight their way into the fight, and my hat's off to them because they had to find somebody that would let them shoot the gun, somebody that would train them in the last few things they needed, somebody that would give them a chem bag or whatever they needed to go, and then the boots and the uniforms sewn on. All that. Not there.

I think. That's my responsibility. That's mine. I know that I buy and pay for them and they're on our Air Force Reserve books, and I give them to an active duty entity to use on a daily basis. But when it's agreed that they need to go, they need to find a one-stop-shop, Air

Force Reserve Command, and we send them to war. We send them through whatever machinery we've got to deal with, whether it's a center, or whether we assign them to a wing and the wing is the umbilical. However it works, we're going to take that on and build that machinery so that IMAs, when required, can go through an institutionalized process that gets them to the warfight a whole lot quicker and a whole lot more effective and efficient and a whole lot more effective and efficient, and when we are doing that today I will take that responsibility.

That gets the units, that gets the IMAs, that gets our capability as an Air Force Reserve, partnered with the MAJCOMs that we deal with on a daily basis that gets out forces directly to the fight and eliminates a layer of bureaucracy. We're working through that. I have a Corona briefing in November. I'm prepping the battlefield with all the MAJCOM commanders right now. The first question they have is who's paying for this? I'm paying for this. We're going to take it out of hide. Good.

One of the best questions I got from one of the MAJCOM commanders was, I just want to know who will be able to tell me no when you're done with this that can't tell me no today? Nobody. And keep on pressing. Okay.

Those are the kinds of things that I think are going to make a difference for our Air Force. That's the Air Force Reserve piece of a three component Air Force. It's what we need to do to get the nation's capability to where it needs to be in the most efficient and effective manner. And that's what we're off and running with right now as an Air Force Reserve.

That is challenges, solutions, possible solutions, work in progress to a full partner MAJCOM that's going to be supported by an RA staff in the Pentagon right here which the Chief runs. The Chief likes this, now. Mobilized by the command down at Robbins, and facilitated by Air Reserve Personnel Center which has become an ever more operational entity on a day to day basis. It used to be this little place out there in Colorado that just kind of kept a repository of records for reservists. The lights were barely kind of dim because it was just records.

We have all the Guard records now. We are part of, as an Air Reserve Personnel Center taking care of the ARC.

They are on a daily basis answering calls. They did one million calls at the remedy center, the call center, on what's this about the GI Bill? What's this? When am I going to get my DD-214? They are more an operational entity today than they ever have been. Facilitating sending those forces -- IMA and unit -- to war, and they're a continuity of ops piece with AFPC, so we have redundancy, we have call center redundancy, we have personnel services delivery redundancy, and we have a continuity of ops when necessary.

So that is the way ahead as I see from this perspective, and the Chief agrees with the Commander on this one, that this is going to work. They disagree on timing because the Commander would like it done tomorrow. The Chief is wading his way through some of the bureaucracy in D.C. But my MAJCOM partner folks out there are supportive in every case. We have to work through the details so as an Air Force we win.

With that said, what questions can I answer for anybody? If any?

Question: [Inaudible], how quickly are those positions going to be funded?

Lt. Gen. Stenner: They're funded in, well, they're in the '10 POM. So on the first of October those positions will be laid into our UMD. We get about 1800 to 2000 of those in FY10. We have prepped for that by laying in 50 additional recruiters. And not just putting them out there in any way, shape or form where they might do us the best work. We have targeted the locations to put those recruiters into the appropriate demographic areas that are supporting the fight in that particular arena, and I want to be in every single area as a reserve Title 10 associate mission that has an active duty entity that I want to catch the talent from when they make a life-changing decision.

We can't afford to have folks change lifestyles and not continue to participate, in my mind, with the Guard and Reserve. That's a huge loss for the Air Force. So we're putting associate units -- Where would you put an associate contracting association? We don't have any today, but I'll tell you what I'm going to do. I'm going to go find the biggest contracting squadron out there and do an associate with it. We'll do that across the entire United States.

So with the 50 new recruiters, with the 1800 to 2000 that are required in FY10, growing the new missions that we've got out there, adding the IMAs and the unit members, it will get us to 10,500 new accessions next year. The recruiters did 8800 this year. We're asking them to do 10,500 next year. That means every recruiter's got to pull their weight. So far for the last nine years, Air Force Reserve recruiters, and I'm going to brag on them for a second, because they have for nine straight years running out-produced per capita every other service, every other component that exists. The Air Force Reserve recruiters have. We're targeting them, we're looking at the best opportunities for the demographics, and we're asking them to produce 35-plus, 35.0 new accessions per recruiter. They're going to make 10,500. They made 8,800 on August 3rd this year. Those guys are good. So recruiting's not bad, but I worry about retention and I worry about attrition for the dwell reasons I mentioned to you.

They're coming fast, they're laying in this coming year, starting in October, and then we grow through '11, '12 and '13 to 73,000 posts, unit and IMA. Assuming there aren't any additional requirements or any additional manpower authorizations to take us above that. And assuming there isn't any ACRC rebalancing. All of those things have to be played out. But that's the timeline we're on, and we've got the battlefield to do that.

Question: Sir, what about, [inaudible] 90s [inaudible] talk about honoring [inaudible] for the active duty and reserve? Then I kind of [inaudible]. [Inaudible]?

Lt. Gen. Stenner: Absolutely. It has not died. It's called continuation of service. It is something that Secretary of the Air Force Manpower Reserve Affairs, SAF/MR, has on the top of their list. In other words, how do you make it a whole lot cleaner, and you just said on ramp and off ramp. Change of lifestyle. You have a different requirement right now as an individual. How do we then keep your talents, use your abilities, but for some period of time you need to be in the reserve component. We've got to figure out how to do continual service.

I call it portability. I mean we can do that right now. We can bring you across and we can access you. It's

not easy because the personnel data systems don't talk to each other. It's not easy, because the financial data systems don't talk to each other. I'll give you a bit of a story here.

I have 9.5 years of active duty, followed by six years of Air Reserve Technician, followed by 3.5 years of Title 10 265 AGR time. It's called AGR now, Title 10 265, a statutory tour. Then back to the ART, then back to an ART SCS then back to an EAD tour. Seven times I've changed status.

The first time I changed status I walk in, 9.5 years of active duty, I'm going to Grissom Air Force Base, I'm going to be an A-10 ART, Air Reserve Technician. That's the civilian and the military put together, it's a federal Air Reserve Technician. It actually is the foundation of our unit program. A great program. They keep things running.

So I lay my records down and I said I'm Charlie, I'm here to check in. Who are you? We don't recognize any of your records. Show me your marriage license, tell me your kids' birthdays, and I'll be good.

So I did six years as an ART. Then I went with my civilian records, remember ART is civilian and military together. I walked into my Title 10, 265 statutory tour at Davis Montham Air Force Base, living in Tucson Air National Guard base because we were doing the Guard/Reserve Test Center. I said I've got it knocked this time. I have a civilian record and I have a military record and this is Charlie, I'm here to check in. Bring me your marriage license, bring -- I had to be assessed seven times. Seven times. My marriage license is tattered and frayed and my kids, they still want me to prove that I've got them. But they're there.

Then most recently, this is where the horror story piece comes in, and I haven't told this in open court yet, but all of a sudden, we're doing a records review because of the domicile change that I'm about to do, and discover that I don't have SGLI. Somewhere along the line it just dropped off.

So we're looking at every single record. Brigadier General Kevin Pottinger at ARPC is going back through all

the records because I don't want that happening to anybody else. I'm covered again, by the way. [Laughter]. But that's not fun. You think about that. At one point you trace it back, it fell off the books during one of those, probably three years ago, one of those transitions from one status to another.

So continuity , continuum of service. Portability. A goal. We can do it. We have to do it selectively, and we need to do it right now for the high potential, for the senior leader, for the folks we need to have experience, you need to be, if you're going to be a senior leader in any of the three components you've got to get some things done.

Now if you're an active duty member, I think the average right now is 23 PCS moves before you hit 31 or 32 years as a general officer. They're trying to reduce that.

I'm looking for four things, maybe three. I need you to have joint, that might entail a change of status. I need you to have something above wing level, above the unit level in the AFR MAJCOM -- both would be nice. I need you to see some in Headquarters Air Force in the D.C. area. Then you are becoming now what I would say is potential material for upward mobility to the three star level. I need to have that experience both on the officer and on the enlisted side of the house so I'm going to do what I have to do to change the status of those folks who are the high potentials, who are the folks that are going to be leaders of the future.

For you all who might need to do that because of a life changing event, I'll do it as well. It's just going to be a little harder. If we can just make it a routine and institutionalize the continuum of service, and that's SAF/MR's desire. I won't speak for him right now, but that is where he wants to go. Continuum of service is not dead. It's being worked.

Question: You talked a lot about associations. I wanted to ask you specifically where you are in working with the active duty leadership and the Air Guard leadership in maturing this concept of [embedded] associates. The first time I heard that was about February and I was talking to some [inaudible].

Lt. Gen. Stenner: A good question. And embedded associates is what I would call the fourth concept. The classic associates I explained earlier. The active force owns the iron, owns the mission; the reserve force falls in on them.

We've done what used to be called reverse associations, meaning the Guard or Reserve would own the iron, the Reserve own the iron, and the active force would bring a unit in.

Then we have ARC associations, and we have two of those as a result of BRAC - one at Niagara and one at Tinker where the Reserve owns the mission and the Guard together is working with them. I'll tell you, they just had the highest ratings, ARC working together. I would never have bet on it and I wouldn't have advocated for it. It was a reality because of BRAC.

But because the reserve components, we're getting into the same demographic. But you know what? We put the two of them together at Niagara and they had the highest inspection that has ever been seen. And we put them together at Tinker, we added four airplanes. We used to have eight, now we have twelve. We increased the number of airplanes by 50 percent and output is up 70 percent. Well, something's right about this. Let's figure that out, too.

Now the last one you just mentioned is embedded association. That is a concept that is probably going to work well for the Guard. At their installations that they have in their states. They're fixed installations. Embedding the active force membership into the Guard installation structure, into their wings, is an embedded association.

In other words, they still have the administrative processes that would take care of both, but they're embedded as opposed to having a separate squadron or a separate wing, a separate group. That works, and it appears that it is very very well suited for some Guard installations.

As far as the Reserve Title 10, we'll look at classic and active and ARC where necessary. It might even be good when you look at building partnerships and with the AFSOC piece and with NORTHCOM and with homeland defense and

homeland security. Let your mind run wild. There's actually four of those kinds of concepts that could work, and embedded is a family new one. Advocated by the Guard. I call it the fourth.

I appreciate it. There's a lot of work to be done. I enjoy what I do. It is a three component Air Force. We're going to work together seamlessly. We're not going to be tiered ready. We're going to stay ready to go so we can be seamless. I think that we will do our nation the best job we can possibly do by working it that way.

Thank you very much.

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