

2015 Air and Space Conference

**Total Force
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LT GEN HOLMES: [IN PROGRESS] Had an interesting time with the national commission and the structure of the Air Force. And since those days, I've got to tell you what a drastic difference it's been working with Secretary James and General Welsh and other members of the air staff, including General Holmes, where we are starting to live the vision of what the total force was all about, what it can be a and what it might mean about the future.

So as we've worked through a variety of issues, everything from the mobilizations to the duty statuses to all the things that are a worry to many people. We're getting there, and we do that collaboratively. And I've got to tell you the relationship couldn't be better. And if it wasn't a good relationship I'd tell you that up front. We have an outstanding relationship.

Mr. Sitterly and I have had the opportunity to talk extensively, particularly on a long flight all the way to the South Pole together. And he's been a big part of also a change on the air staff as well.

So I'm proud of the people up here at the table had an opportunity to -- I just want to take the opportunity to acknowledge that. But also, on behalf of all the members of the Air National Guard, who are very busy, as the Air Force kind of got smaller, the Air National Guard kind of held its own in force structure, if you will, changed over, did a lot of conversions to other mission sets.

And the threats got bigger all at the same time. We've been very busy. And we got busy at home as well. So the people always ask me about how busy and well that 1:5 model for deployed to dwell and mobilization to dwell, it doesn't apply. We're doing so much at home all the time, foundation support for the Air Force and the larger community, for the States, for the local citizens out there. And then

all of our deployment activities, and all of our readiness training that we got to do at home.

We're pretty busy. The good news is, when you're good people use you. We like that. The bad news is when does the threat start to draw down? When do we see a big heap of money come in and grow the force structure for everyone? We don't see that.

So we're trying to make sure we strike the right balance on what we do on behalf of the Air Force, what we do in the nation, what we do out there in the States and the homeland. But the bottom line is, I'm not hearing any complaints out of the Guard.

They're very proud of what they do and they want to continue to serve. And the first part I talked about his how we fit into the Air Force overall. It's a great picture -- great relationship. I think it holds well for what we're going to do in the future. Thank you.

LT GEN JACKSON: Scott, thank you very much to AFA and thanks everybody for being here today. Like Sid said, about three years in the seat as a

chief in the Air Force Reserve and commander of the Air Force Reserve Command.

And boy, the time's flown by pretty quickly. But I couldn't be more proud of the 70,000 Citizen Airmen that we have that serve our nation every single day. You know, I'm going to echo a couple things.

You know, we've looked through -- after the national commission -- we looked through lots of pieces and parts of our Air Force. And we believe -- I believe that the Total Force and the relationships we have across all three components has just gotten stronger.

But the bottom line is also we've gotten better at what do to organize, train and equip all those forces. We think obviously the Air Force Reserve, just like the Air National Guard, is a cost-efficient way to provide capability and capacity. But you've got to put it in the right places.

And thanks to "Mobile's" team and the team with Daniel Sitterly and Sid Clarke we've put in place a lot of things in the last three years that we can be

very proud of. We think we're a mission effective force. We know that because the leadership of our Air Force funds us at that level to have the same inspections, get the same training and be ready to go out the door every single day.

And we're very proud of that and everyone in this room should be proud of that also. You've recently seen the Secretary and Chief put out their strategic master plan, probably Mobile is going to talk more about that.

I just need you to understand also that we do the same thing within the Air Force Reserve with our component support plan. We've been doing that three years in a row now. And that's helping us make some choices.

When Mobile and the boss come to us and ask us what we can do or what we want to do, but more importantly what we can do, they always listen to our presentation and where we think would be the best fit with the new requirements. And then we help buy down that risk that you hear the Chief talk about when it

comes to capacity and capability and the difference.

That's the Air Force and the nation's risk and we are part of the solution for that. And I'm sure we'll get into that with your questions.

We've got plenty of opportunity to go ahead and talk about how we're doing that for the nation. But I appreciate very much the time today. And thanks, I look forward to your questions.

LT GEN HOLMES: So good afternoon again. Thank you, Scott, and thanks for everybody for coming out today. I think where you stand on these issues always depends on where you sit.

And I like to start off by saying that I'm the son of a 32-year traditional Reservist. And I have a son who's in the process of becoming an Air National Guardsman - D.C. Guard and pursuing a flying career there.

So I've got a great love for all three components and 34 years on active duty. I believe that we do it best among the services. And I think I believe that from first-hand experience. As a

squadron commander we stood up in association of F-15s at Langley.

As a group commander I had 100 instructor pilots at Columbus. I joke and say at first I wasn't sure that was right. I was nervous about having a squadron reported to a group structure on another base. And then I figured out that was 100 OPRs I didn't touch every year. It started to seem like a lot better. I did and it grew on me. And I realized that I had the authority I needed, and that there was a command chain that took care of the other things.

And then as a wing commander at Bagram, I had both individual people deployed from the Reserve and the Guard and [inaudible] units and it was a fantastic experience. If I was surprised, the only thing I was surprised at were the number of my DV visitors that were surprised to find out that at any given time, 25 percent of the people at Bagram were from the Air National Guard or the Reserve.

So I believe we do it best. I think we've worked hard as a service to figure out how to do it

best. We know that our units and that our folks are not necessarily the same but they're equivalent.

And I think we have unique cultures. We have unique things in being part time and citizen Airmen and being full time Airmen that make us a little different. We're trained at the same standard. We're inspected to the same standard.

And when deployed, the commanders can't tell the difference between units. But with all that said, there's still work to do. And under the Total Force continuum office that's split between half A5A and half CVA, we're pursuing two lines of effort to try to get after the rest of [Inaudible].

The first we call the One Air Force Line of Effort. And that began as a response to the national commission on the structure of the Air Force and their report building 78 teams to go look at the recommendations that they made to us and to figure out how we can bring those recommendations in and make them real and make our Total Force better.

We've added items of our own to that list, and we continue to work to remove barriers, whether they're policy barriers in a department or legislative barriers, to helping us make the most efficient and effective organizations that we can build. Along the lines I think we've made great progress but we realize that there's an education requirement for all of us, we need to understand each other better. We need to understand the things that make us the same as Airmen and the things that make us different. We've made progress in our pre-command training for laying those issues out for officers from all three components that'll be serving together on bases as commanders of units that share resources.

We've introduced it into PME and I'm really proud of the fact that we now are able to do one OTS that produces one graduate to meet the requirements of the three components and General Jackson has worked to be able to receive cadets out of ROTC straight into the Air Force Reserve again, and to help us unify

that. The other line of effort is the balance line of effort.

And this is where we look at the mix of resources among the three components across the different mission sets that the Air Force takes on. We promised Congress that we would look at 80 percent of those mission areas by December of 2014.

And we completed that effort and we're on track to get to the rest of them by the end of 2015. What we found as we did that is that in general the Air Force is about 12 percent short of being able to provide the numbers of deployments and the number of deployable things that COCOMs have asked us for.

And as we look at ways to do that better, we use the high velocity analysis to try to find ways that we can either deliver more capability at the same cost by having our components work together, or can we improve our capability and find the cheapest way to provide additional capability to address our 12 percent gap. As we look at issues there, we bring them into our planning process and they become issues

that form the basis of the next year's POM.

We've identified 13 high velocity analysis issues that we'll go into planning choices for the '18 POM and we'll execute some portion of those. The second thing on that one Air Force effort that I wanted to talk about is that we're overdue a rewrite of 90-1102, which is the Air Force regulation that determines how associations would work. Of the associations we've created, we created for different reasons and different places and different ways.

They operate differently. And if there's one thing that I get the most consistent unhappiness about when I go to pre-command training, it's commanders that feel like we're asking them to solve the problems and make policy in individual associations without giving them some broader policy guidance. So we look forward to working with the Guard and the Reserve.

We'll have our first conference 22-23 October to get started on the rewrite that, frankly, we've been putting off because it's really hard. But

it's time for us to get down to that hard work of streamlining and standardizing the associations that have worked well for us. So thank you.

MR SITTERLY: Thank you, and thank you, Scott, for the opportunity be here today, once again. Yesterday at the Human Capital Panel, I said that we have the most capable Airmen that we've ever had, and we absolutely do -- Total Force Airmen.

Civilian, Reserve, Guard, active and most recently we added the 30,000-plus Civil Air Patrol Airmen to our definition doctrinally of who we consider to be Total Force. Most of you may or may not know that every day the Civil Air Patrol gets an air tasking order from First Air Force, just like all of our other components.

Are there any Civil Air Patrol folks out there or former Civil Air Patrol folks with us today? How about standing up, waving? How about an applause for our newest Total Force in recognition of everything that they add to the capacity of our Air Force as well.

On a personal note, I've had the honor to serve in our Air Force as a Total Force Airmen for 40 years. Enlisted, officer, active component, active Reserve, CAT B IMA Reserve, CAT E IRR, active duty retired, gray-area retiree, contractor, Title 10 GS civilian NSES, SES and I suppose also a baby boomer has its own duty status.

The good news is as our panel has suggested, we've made a lot of progress under the leadership of Secretary James, under the leadership of General Welsh and the leadership of General Grass and my esteemed colleagues up here. And operationally we are seamless in everything that we do, and that adds great capacity to the Air Force.

The bad news, though, is in our personnel processes, policy and legislation, we still do have seams. We have challenges, and in some cases we have friction. In fact, I had to encourage my kids to move out of my house early so that I could use their spare bedrooms to put the Xerox paper boxes filled with DD-214s and orders and Form 40As and scrolling paperwork

and vouchers, commissions and all of those various other documents that I needed just to prove my many different statuses over 40 years. Now frankly I'm afraid to die, because if I can't figure all of that out, there's no way that my lovely bride Misa will ever figure out what her survivor benefits are going to be.

So fortunately [Secretary] James has ordered me not to die. Or maybe she'll kill me, I'm not sure -- before we fix this or at least get it manageable. So we do have a plan. If you zoom that camera up here for a moment, these are the duty statuses that we currently have.

And we do have a plan to fix all of these things. Thanks, Mobile, for your help -- Total Force help here. With the help of a Total Force millennial future force focus team, we intend to reduce the barriers to what we first call three to one.

Then we sort of transitioned into continuum of service that today we call permeability. How we go in/through/on/off/out of all of our Total Force

components. And it's complex. And it's complex for a reason. Each status, each statute that was written was designed to fix something, to help something.

It has a link to some legal doctrine, the Constitution, pay benefits or other good -- very good considerations. Additionally as our leadership -- our operational leadership -- finds unique and innovative ways to use our Total Force capacity, we find new issues pertaining to how we utilize our people and what the duty statuses are. We're working hard to make it better.

And frankly, we are moving the ball down the field, making first downs. Secretary James understands this problem better than anyone from both her time on the Hill and her time as the assistant under Secretary of Defense for Reserve affairs.

So when she sped up the process that Mobile talked about, that first line of effort, she has a Total Force integration executive committee that is now tracking 78 specific initiatives that Mobile talked about. And we made progress in areas like

reducing scrolling time, expediting indispensability accessions.

Raising the Reserve component aviation incentive pays. Angria funding for equipping our Airmen. Total Force recruiting system, DD-214 consolidation so I can get rid of some of my Xerox boxes. We have special salary rates and time in grade waivers for Reserve technician pilots and many, many more.

In addition to the 78 TFIP, if you will, as we call them in the building if you're familiar with that, that are on this chart, in the SAF/MR community we're also working about 100 other initiatives, many of which pertain to the Total Force. Things like blended retirement systems, things like modifying PCS separation moves.

How we train and the list goes on and on and on. And I'm happy to discuss or to take your input on some other initiatives that we have. But I'll end here so that we can get to the questions. I know you have a lot.

I want to thank our military coalition partners, specifically and especially the Air Force Association for being our wingmen on these issues to take care of our Total Force people, and oftentimes for being the flight lead on these issues. Thank you.

QUESTIONER: Thank you all very much. Let's start off with this: I was encouraged to hear your description of the cooperative manner in which the Total Force components work together now and how you're working as one.

But in the event of fleet draw downs or airplanes going away and perhaps units going away, all politics is local, and then things start pulling in opposite directions. So what is different now about the way you all interact that will prevent the infighting that was apparent years ago?

LT GEN CLARKE: Obviously the level of coordination is going up on multiple levels. One example is the Chief of Staff and the Secretary invited two adjutants generals from the Adjutants

Generals Association to be a part of any of the deliberations on force structure.

So they get an early invite to see what's going on and thought processes, have full view of the strategic master plan, things that might be a part of the strategic choices the Air Force is going to make. And they get to provide input on that early. So that's one big change just from an Air National Guard perspective.

LT GEN JACKSON: Scott, I'll tell you obviously it starts from the very top. Right after I got into this job three years ago, I sat down with every previous chief the Air Force Reserve and talked to him about their relationships with their Chief of Staff, how they did that, how they worked out the friction points they had.

And then I've gone back to every one of them and said, particularly to remove from now and say I would have loved to have this job when you had it because there was money and manpower and everything

else. But I wouldn't trade my bosses for any of yours.

And that's exactly how I feel. I mean General Welsh and Secretary James allow us to come to the table with options that sometimes are not palatable to anybody else but myself and maybe Sid. And Mobile and his team listen to those, we work through the numbers and then we come to a discussion point where a decision is made.

And of course if it goes in our favor we're pretty happy. If not, we know we've had our day in court. And that goes on every single decision with our leadership and we appreciate that very much.

LT GEN HOLMES: I think from the Air Force side we've worked hard to try to create one models that we can agree on and we're not there 100% but we've tried to create an analytical basis that we can use when making decisions. And then we tried to open the doors and be transparent in all that we do.

So we want to never have a meeting that talks about a force mix without making sure the

Reserve and the Guard are in the room with us. We want to make sure that we listen to their objections.

We work hard with our models, and if you have another way you want us to look at it, we want to take a look at it, and then we want to be transparent about it. Ultimately, when General Jackson and General Withham went over to Congress in '13 with the program, I think it was built without as much agreement and without as much transparency.

The lesson I came away from is if I want to have the power of the Guard and the Reserve arguing for the Air Force when we go to Congress not arguing against the Air Force. And we need to work to be able to do that.

MR SITTERLY: The only thing I would add is education. I think the more integrated we've become, the better integrated we've become. When I was on active duty, I thought I knew everything there was to know about being a Reservist until I became one.

And then I realized what a different world it was. And then I thought I knew everything there

was about being a civilian until I became one. But what I realized is we all bring something to the fight. We may have different policies and processes and how we get things done through our personnel systems, but we all joined our component for some reason or another.

And when we bring everybody together and educate each other on what those skill sets are, the better we are able to execute our mission. Thank you.

QUESTIONER: Thank you. We have a number of questions, actually, all kind of related to the integrated wing concept. And I'll use this one as a kickoff for you that you can kind of -- if you talk around that I think will probably cover all these other questions that came in as well. So what are your thoughts on the integrated wing concept, where one wing structure will have interchangeable Active, Guard, Reserve leadership in one chain of command as opposed to the current dual chain of command?

LT GEN JACKSON: Well, I'll start off. The Air Force Reserve basically has been doing the

associated construct for the longest, I believe. We started back in 1968 because the Air Force wanted more access and ability and capacity and capability using C-141s at Norton.

So since 1968 we've had collaborative associations on the iron that the active duty has owned. And of course we do that for quite a few reasons. We think it's a pretty cost-efficient model. We think that basically you can get more capability and capacity because usually the machines aren't the LIMFAC, usually it's the manpower and time and pilot rest and everything else. And so the classic association that we could have in place at the majority of our locations basically works very well.

And if you talk to some of the previous Air Mobility Command commanders and the current ones, there's a force development process on the Air Force Reserve side within that wing structure that builds leaders that the Air Force benefits from and then that they could take advantage of. And so having two wings and two components, both operating the same equipment,

I believe is something that the Air Force needs to continue.

Now there's a lot of headway, a lot of discussion about a lot of the things we've done when it comes to putting an active duty vice within our 919th Squadron at the Special Operations Wing. The Air National Guard -- and you'll probably Sid will talk on some of this, too -- has put some active duty commanders in those locations with their units.

That is perfect because if you go back and you look at some really great Air Force leaders like General Ron Fogleman and General Ron Keyes, and I think they both did pretty within the Air Force. They both did staff time at Air Force Reserve command headquarters.

So the bottom line is that type of integration is good but you've got to have a pathway to success for every single status for an Airman and within the Air Force Reserve that has to include traditional Reservists, it has to include Air Reserve technicians and AGRs. And that's where we usually

have that conversation about, okay, is there a pathway to success for every member and every type.

QUESTIONER: So I think the increasing reliance on the Reserve component for day to day ops, what does the Citizen Airmen of tomorrow look like, and how do we enable them to have successful civilian careers given demands of the operational reserve?

GEN CLARKE: Sure. What's interesting to me is a lot of these things we're talking about today With Dan's chart and some of the things that General Jackson just talked about, what's happened in time is desired to create the operational reserve or operational force, was built on the structure of which we had the strategic Reserve.

So how we use people became different. But the way that we applied the administrative rules to them is trying to catch up. So you find that there's a variety of issues there that come up because of that structure. Now we'll get there, and I know Dan is trying to work on it so we gave him the boxes in his bedroom and his children go back to sleeping in there.

And I don't know where they're sleeping now. Anyway, we see that work still has to be done. And what I've noticed at the same time as we went into the operational Reserve, there's a different force structure out there now.

There are people who have civilian employment that allows them to build their civilian life around their military life as opposed to what was in the strategic Reserve when they were building their military life around their civilian life. This changed. Now I wouldn't say that's for every Airmen out there, in the Air National Guard and Air Force Reserve but it's changed.

And the flexibility inherent with either technology changes or how companies focus on their human capital has changed in time. So we have a lot of Airmen out there that are doing one heck of a lot of things now.

And the flexibility built in the system allows them to do that, and the support of the Air Force for them to do that, that kind of brings it all

together. But this goes back to my earlier point in my opening remarks. Be careful not to break the model.

A good friend of mine always said if you keep the Guard, your civilian employer and your family all equally ticked off at the same time, you've got it about right. That being said, all of those people are very proud of that Airman, regardless of what they're doing at that time. And we want to continue down that path.

We want to look for that flexibility and we want to look for changes in status and things that ease that. But I've told people this before. In my entire time as the Director of the Air National Guard, not one single complaint from the employers' support of the Guard and Reserve has ever reached my level.

I don't know if it's fixed early on, but it's not. And the other thing I recognize is when I walk through the airport with my uniform on, I have people who chase me down, and they don't know me from an airman basic to a three star general. But they want

to shake my hand, they want to pat me on the back, they want to buy me a coffee, they want to talk with me about the military. When you're 19 years old, that's a big deal -- a really big deal.

And I think that that appreciation of this nation, which includes all of those organizations in different parts of an Airman's life, come to capture that and make sure they always feel esteem in what they're doing and they're willing to do the extra mile, even sacrifice their personal time to be a part of the Guard and Reserve to do that.

LT GEN HOLMES: Scott, going back to that just a little bit. So I think all three components certainly have a need to develop senior leaders for the next level. And the way we traditionally do that is through commands in the Air Force and going back and forth between command and staff tours.

And the question is how many do we need. And I was talking to the Air National Guard's command preparation course and I gave them a talk that said I'd like to see my senior leaders that I work with and

the Air National Guard have had the chance to serve both on the state joint staff and then to serve on one of the national staffs.

And they said, "You're right. We agree with you." And then, "What do you think about -- should the Chief of Staff of the Air Force have a chance to serve in the Guard or the Reserves so he understands that?" And I kind of had to say I think you got me on that one.

So I think our way forward on the integrated wing is there are certainly more places where we're going to have to continue to maintain multiple wing structures to develop the leaders that we need in all three components. But there are also places where there are efficiencies. And as a 5-8 I've got to find them because I don't have enough money to cover the bills on all the things that we need to do. And I've got to find ways to do it more efficiently. I think the way forward is to swap leaders and move guys back and forth as General Jackson talked about.

We've grown people that can serve as leaders in each others' organizations at the senior NCO level and in the officer level. And I think our path to making sure we continue to develop leaders, but develop leaders that understand all the components is by doing some swapping back and forth and an integrated wing is something I think we should try and see if it gives us that path.

QUESTIONER: Thanks. There's a couple questions having to do with missions and who does what mission. I'll read this one and it'll kind of cover all of them. Over the next few years do you think there'll be more missions that are transferred from the active Air Force to the Guard or Reserve?

Examples would be cyber, RPAs. What are the major muscle movements in that direction in balancing the mission set across the three components?

LT GEN CLARKE: I'll take first stab at it. So inside the Air Force, the Total Force continuum continues to look at that. How do you transfer a mission where you can get the effectives you're

looking for, the efficiencies moving from the force structure of the Guard and Reserve.

Throughout all that analysis, much of it has revealed that a lot of what we have is pretty well placed right now. We tweaked away a few things and in order to continue to look at some of those things that your General Holmes talk about that haven't been analyzed yet, we hope to get there by the end of the year.

So there is some movement actually that is occurring. It's not large piece because in almost every single analysis what's been revealed is we don't have enough to do the mission now.

We don't have enough either in the Reserve, the Guard, the regular Air Force to do some of the missions out there. So with that stated, if you can't take any more risks than where you are, the only other forcing function is the lack of money.

And now you've taken an even deeper risk if you have to move things around inappropriately. The

one thing I always shared with all of my Guard brethren is that we have to be careful there also.

If you draw down your regular Air Force too small, a couple things will happen. One is you won't have the ability to access as many separating members who've made that decision to leave the regular Air Force in going into the Guard or Reserve.

The other thing is what -- with the natural reaction for General Holmes, he's got to balance the books and draw down some of the pipeline, trying -- and that's a double whammy on us because we're sending people in just like the Air Force did. That's right into -- off the streets, into the Air National Guard.

We need that pipeline training to get them through that. So there's a right balance and all things have to be considered in there. But we're analyzing that as we go mission by mission.

And I think there's some movement, but if people are looking for what the national commission structure of the Air Force recommended, it was like 30,000 Airmen or something like that. I don't see

that happening, personally. Not now and maybe not in a few years because of the budget, the way it is.

LT GEN HOLMES: We focused a lot on units and having capability in units. I think, Scott, as you pointed out, cyber is an area that we need to take a look at. It's a great opportunity for partnership there with the commercial world or where we can have the benefits of having a full time commercial cyber expert also serve in the Reserve or the Guard and be able to bring the benefits of what they learn in that full time job to us.

And then bring things that the military is uniquely allowed to do in this cyber world that they can't do in the commercial industry and bring that experience back to them. And I think we'll look at ways to do that. We're looking at ways to look at our admission standards to be able to get two people and to be able to directly assess people at a pay grade where we can get them and do things to get to that expertise.

The other place that I'd like us to look is we learn as we do the models that to oversimplify -- if it's a job that's done every day, there's not a lot of cost savings in doing it in a Reserve component. If you have to be there every day to do the job there's not a lot of savings.

If it's a job that you don't do every day, that you need as a surge or you need as a part time mission, then it's almost always cheaper to do it in the Guard or Reserve. And as we look at our standard active duty wings, we man some of our agile combat support enterprise above the level of what need to do every day so that we can cover the surge requirements.

So when they deploy large portions we can still keep the base going. We're trying to look at some of those areas and see if there's room there to bring Reservists or Guardsmen into the wing, allow us to reduce that day to day requirement for active duty Airmen, and then have a way to access Reservists or Guardsmen, either to come back and augment and replace those folks that are deployed or to deploy in their

place every other time or something that way. And I think there's money there we can get to. And like Al Capone who robbed banks because that's where the money is, I'm down to looking at the places that there are efficiencies to be gained so that we can carve out more money to invest in the things that the Air Force needs across all three components.

LT GEN JACKSON: Just a couple thoughts from me. To pile on Mobile's comments, there's plenty of examples of why would you pay somebody 24/7 365 when you don't need that capability every single day? And of course within the Air National Guard and the Air Force Reserve, we do the firefighting mission.

Active duty does not have a part of that. In the Air Force Reserve we have the only hurricane Hunter unit down at the 43rd down in Kessler, Mississippi. We have the only spray capability in the Air Force at the Youngstown unit with our C-130s.

So that's great examples of what Mobile is talking about. Why pay for it if you don't need it every day? And yet those Airmen can still go off and

do other mission sets in support of AMC, TRANSCOM and the Combatant Commanders.

I'll tell you that what I like to see the Air Force Reserve provides every day is we provide daily operational capability. We do that, we train to it, and we deploy. And every day 5,100, give or take, Citizen Airmen from the Air Force Reserve or in support of Combatant Commanders and Air Force requirements around the globe -- 5,000 every day. In addition to that we provide the strategic depth when the big balloon goes up, we monitor those folks and we bring that capability and capacity mostly to the Air Force and to the POTUS when he needs it. And then the last part is a surge capacity that Mobile talked about also.

We see all kinds of examples where we need you to go do Odyssey Dawn or something like that. And when you get done, we're going to go back into part time status, 75 percent of which the Air Force Reserve is part time.

And then you're not paying for the annuity, you're not paying for the retirement at full time, you're not paying for dental care, you're not paying for medical. You're not paying for CDCs. So the bottom line is that the models can help us get to all that, just like General Holmes has said. And we can find the ability I believe to make some efficiencies as we look across all the enterprise.

QUESTIONER: There's a question here on pilot training. Sorry, airline pilot hiring. I wonder if you could address that. Is there some issue what trends are forecast for the future whether this is an area of concern?

LT GEN HOLMES: Interestingly enough, also this week we're having an air crew summit and we'll be talking about that. This is a national problem for pilots. Some of you might have seen about a month ago -- I think it was Republic Airlines their stock got devalued because they said we can't hire enough pilots. That means no growth. So as the economy continued to improve, the airline industry gets bigger

and more cargo is being moved, there's going to be a greater demand as we see it. And that draw, as we pay bonuses in the Air Force, I think the industry out there will pay more money to come to them [Inaudible].

So we've had discussions. My Readiness Center Commander hosted nine of the major airline chief pilots at a meeting a month ago to discuss some of these about the future and how we might share the assets. Interestingly, all nine of them kind of said we're into that. We want to share the assets. We're not interested in pulling people completely out of uniform and only letting them be airline pilots. We should figure out how to share them and we'd like to have more discussions about that. So that's kind of a starting point of how we're going to share this treasured asset for the nation.

And it's not -- the situation's not getting any better. So is this going to be problematic? Quite frankly all three components are short, on particularly fighter pilots right now.

And we're going to have to continue to look at ways that we can absorb the pilots and cockpits that we have available across the Total Force. We're going to have to look at unique ways to utilize the drill status in both the Guard and Reserve members to assist in doing full time duties at our units because some of the full timers are leaving also. A lot of them come back. They don't leave the uniform. They'll come back and fill in gaps and do service for us.

But it's a problem for all three of us, not just the regular Air Force with the number of pilots. And it's a problem at the national level across industry as well.

LT GEN JACKSON: Scott, if I could add a couple things. And General Holmes, Mobile, talked about it. As part of the Air Reserve Technician movement and migration to the airline hiring, and it's part because of the shortage of pilots we have the in the Air Force Reserve.

For the first time we're going to direct access ROTC cadets from ROTC detachments. We've never done that before. The Army Reserve, Jeff Tally, the commander does that. So we have a non-sponsored UPT board. We selected 40 ROTC cadets who go to pilot training. We're going to put them in status as they go through pilot training just like the folks that are going up within our organizations. And then on the other side, we going to go ahead and farm them out to the units to get them seasoned and trained in full time status.

And the Guard does something similar for approximately two years, either as a military technician or on a PROG tour. And we're doing that to survive. We're doing that because the Air Reserve Technicians and RTRs are making these decisions right now to go to an airline because number one, the pay scale is better, and number two, they may have gotten burned out on active duty so they may not want to come to us to participate. But I'll give you one last data point that we're pretty happy about.

67 percent of all our accessions last year were prior service members. A large number of those were pilots who wanted to continue to serve. And we're pretty happy about that because whether you're a Guard, Reserve or active duty member and you get in the Air Force, we spend about \$600,000 on you at about the four to five year point. And if you're a multi-zipper sun god wearing a flight suit, we spend over 1.5 million on you. So we want to keep those assets for the nation and we're working hard to do that.

QUESTIONER: Here's one probably for Mr. Sitterly. It says are there any aspects of the recent commission -- and I assume this is the pay-in benefits commission -- report that you think need to be fixed or may not be the best vector for the future?

MR SITTERLY: So we've had lots of commissions and lots of reports. And the one that we're working through now is an internal one.

As you know, the Secretary of Defense has challenged us to look at what the future force is going to look like. And so we've wrapped all of our

Air Force work from the national commission on the structure of the Air Force, the military commission on retirement modernization into the force of the future.

I think there's some promises in a lot of those initiatives and what we're doing. I think that when you look at them individually perhaps not. But when you look at them in total, the biggest talent gap that we have in the Air Force right now is with women.

We have only about 20 percent women. We have more than close to 60 percent of women in America that have college degrees and our retention is less than half for women as it is for others.

And so we have some initiatives that allow some permeability on and off ramps in that force of the future initiatives that we'll look at. You'll see some things in the news lately addressing parental leave types of issues. Millennials aren't a lot different than baby boomers, Generation X when it comes to the patriotism and to serving their country. But America is a pretty fast-paced society and things have changed.

And so we have to recognize that change and make some changes in our force structure and how we allow permeability. It may be that you don't go from active to the Reserve component. It may be that you take a time out and go to civilian status.

The most recent career intermission program pilot that we've had in the Air Force has been very, very successful. We're looking at expanding that program. We're into our second year with that.

The Navy has found success. So I think a lot of those initiatives that we have are actually going to give us lots of opportunities. But in General Holmes' world, he's got to find a way to prioritize them and to make them fit into the top line that we have in the budget because they do cost money.

QUESTIONER: Getting close here. Is the Air Force, Reserve and Guard communicating the desire for increased participation above readiness minimums to civilian employers? Such participation rates under the present system is a double negative -- bad for the civilian career and not enough for a military career.

LT GEN JACKSON: Scott, I'll just say that we monitor that very closely. A couple of points for you. Once again, the DMDC survey that comes out every other year, and on top of that we do an interview and a survey and critique to all of our mobilized members through our force generation center.

And so far, we still have Citizen Airmen that still want to be part of this Air Force for the long term. And like Sid mentioned earlier, very, very few times have I seen something that ESGR has had to bring up to me when it comes to an employer.

So we keep an eye on that very closely. Our retention rate is currently about 89 percent, which is pretty good. And what's amazing to me is sometimes is some of those high use ops tempo type of units is even higher than that, above 90 percent.

So I'm happy to say that we work hard at gaining good Airmen into the Air Force Reserve and we work hard at keeping them and we're not seeing any adverse impact of that.

LT GEN CLARKE: One thing that the element of time is important here and I've kind of talked about how active people are in the Guard and Reserve. We just completed a one year pilot program of reducing ancillary training.

We're still doing the training, we're just doing it differently. We got a lot of Airmen off of computers and listening to people -- go back to the classroom environment and teaching things, eyeball to eyeball and telling them what's important about being an Airman, particularly things that are right and wrong nature, whether it's sexual assault, discrimination, fraud waste and abuse, those types of things were always mandatory to do it that way.

But we took it a little bit further and expanded that across all of the ancillary training to the max extent possible. And that in turn put more time back into them to do what they joined the military to do, their AFSC if you will.

There's two wasteful things that I saw are going on. One was an Airman sitting there at a computer,

clicking away on an ancillary training program. And quite frankly it just wasn't that entertaining to do. And I don't know how much feedback that Airman was getting, but I can tell you the computer was getting no feedback.

The second most wasteful thing was the Airman standing behind that Airman, trying to get on the computer on drill to do that. And it absolutely drove him crazy. Despite that we still have retention rates up in the 90 percent range.

And there's a lot of reasons that people do that. Gratification of wearing this uniform and being a part of what we do. The level of things that we're doing, whether it's deployed or at home is very high, and quite frankly if you've ever focused on things like mobilization to dwell for the Guard Reserve, I think that's really wrong.

We are very busy doing things at home that are not accounted in anything that's called mobilization. Not a whole heck of a lot of exercises that we do, things like the airborne firefighting.

Things that were doing with explosive ordnance delivery, search and rescue, JTAC training, joint air drop requirements. All of that is -- none of that is deployed. It's all inside of dwell. And that's not accounted for in the total mix.

All that being said, these Airmen are still coming to drill, they're still part of the Guard, they're still standing out there with a retention rate of 90 something percent. I couldn't be prouder of that fact.

QUESTIONER: Well, on that positive note, we'll close. I want to thank the panel for your provocative thought-producing discussions here. We appreciate you being with us.

For those of you whose question I was not able to ask I will hand them your questions so that they know what was on your mind. We'll now take a break for 30 minutes. Please be back in your seats at 3:25 for the four star forum. Thank you.

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