

CITIZEN AIRMAN

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HITTING THE MARK ON OUR STRATEGIC PRIORITIES

How Ready and Resilient Reservists are
Reforming the Organization

Official Magazine of the Air Force Reserve

ONE LAST TIME

Heroes of the Air Force Reserve,

Next month, I will relinquish command, surrounded by my colleagues, friends and family. Before I leave, I want to take a few moments to share some parting words. First and foremost, I cannot express my gratitude for being able to serve as your commander for the last four years.

Since 2018, we have faced every challenge imaginable from the war in Ukraine, to the evacuation and resettlement of vulnerable allies from Afghanistan, to a global pandemic, to record hurricane and wildfire seasons, to civil unrest at home.

During each of these crises, the sound of our boots hitting the ground and racing to clear obstacles to meet those challenges has been the sound of hope for those at home and abroad.

I would not have made it one minute in this job without every single Reserve Citizen Airman's contributions. When I left active duty after 14 years, my new Reserve unit felt like home. It was not just changing patches, it was also changing perspectives. Each of you contributes to a culture of selflessness, inclusivity and

volunteerism that makes what we do possible on a daily basis. That same culture has kept me in for more than 22 years.

I am also grateful for having two exceptional command chiefs during my tenure, Chief Master Sgt. (retired) Ericka Kelly and Chief Master Sgt. Tim White. Both were exceptional wingmen and provided relentless advocacy for our enlisted Airmen, who comprise more than 70% of our force.

They were integral in finding the resources to ensure we could take care of Airmen at our units with religious support teams at every one of our host bases and full-time first sergeants at each of our wings.

Finally, I could not have done this without the understanding and support of my wife, Janis. For the last six years, she has served as the command spouse, working tirelessly to ensure our Key Spouse Program met the unique needs of Reserve Citizen Airmen and their families. She balanced these duties with parenting, my frequent travel and volunteering to help military families within the National Capital Region with uncanny grace.

I would like to share a few insights from the long arc of my career. The first is the importance of trust. Trust is the currency in which we operate. Leaders who can build trust within their units and across teams are able to navigate through the most ambiguous situations. Building trust on the defensive, after a crisis has occurred, is an uphill battle. Instead, as leaders, we must continually commit to building trust by demonstrating care.

The second is to make time for what is important. "Service before self" does not require us to permanently subordinate our family's interests to those of the Air Force. Instead, it means that we never put our own career ambitions ahead of what's best for our Airmen and our families. Each of us should strive to leave our time in service with strong ties with our families and those with whom we served.

The third lesson is the power of hope. While we often say hope is not a strategy, it is a key element of resilience. Hope is a belief in the power of possibility. My father instilled that in me from a young age. He started out as

A leader is a dealer in hope

— Napoleon Bonaparte

”

an enlisted maintainer. He worked harder than anyone I know, got an engineering degree, commissioned and became a pilot, then an astronaut.

Our nation was founded on hope like his. As your commander, I tried to institutionalize hope by focusing on getting resources to improve your quality of life. I also focused intensely on diversity and inclusion because I wanted every Reserve Citizen Airman to know their potential could be realized through hard work, no matter who they were.

As I leave, I will miss three things about the Air Force Reserve more than anything. The first is our team. Together, we faced historic challenges and, frankly made history.

Early in the pandemic, you were on the ground in New York taking care of Americans and shoring up regional healthcare systems within 24 hours. You volunteered in waves to help rescue our allies in Afghanistan, rescuing people within the first 24 hours. More than 500 of you spent your holidays with newly evacuated Afghans as a part of Task Forces Holloman and Liberty.

In the face of every challenge, you responded with professionalism, resilience and compassion. My biggest regret over the last four years has been

not being able to visit each of your units to thank you in person.

Secondly, I will miss our culture. I've already touched on how grateful I am for having every unit embrace me and my family throughout my time in the Air Force Reserve. I am also in awe of our culture of service. So many of you bring incredible talent from your civilian careers in industry, nonprofits, the public sector and academia. Each of those unique skillsets is invaluable to helping us prevail in strategic competition. Our culture is one of our greatest strengths and we should take great care to preserve it.

Finally, I will miss the mission. For me, there is no higher calling than to defend our nation and its people. The mission can take many forms: fighting wildfires, combating violent extremist organizations overseas, providing medical care during a pandemic, contributing to the nuclear deterrence enterprise or training to meet pacing threats. Each of these is an important component to taking care of Americans, and when necessary using force to defend them.

In closing, I hope my legacy is a simple one: the lives of each Reserve Citizen Airman are better off than they were before I took command. It has been the greatest honor of my life to serve alongside each of you. Thank you for making even the hardest days worthwhile.



FROM THE TOP

RICHARD W. SCOBEE
Lieutenant General, USAF
Chief of Air Force Reserve
Commander, Air Force Reserve Command



IT TAKES A WINGMAN

Teammates,

As I round the final lap of my career, I've taken a moment to reflect on the things that have helped me stay the course for nearly 33 years. Family, friends, an oath and commitment to serve, and a sincere desire to give back regardless of how tiring the journey has been all come to mind.

There is no one thing that helps any of us stay the course. But no matter what the situation, we all need a wingman. A wingman will encourage you, give you honest feedback when you need it and can help you overcome challenges that may seem insurmountable. I can think of no better wingman to have faced some of the most significant challenges of my career with than Lt. Gen. Richard Scobee.

As he also runs the final lap of a long and distinguished career, I would be remiss if I did not acknowledge the sacrifice, the leadership and the friendship he and Janis have extended to me, Edith and our entire family.

From the moment Lt. Gen. Scobee and I took the seat, we faced one challenge after the other – the types of challenges that, if you're not careful, will keep you up at night. Fiscal restraints, natural disasters, racial and political divides, civil unrest, a pandemic, the expeditious withdrawal from Afghanistan, and the current war in Ukraine have all taken place during our time in these seats. You name it, we faced it. Although we worried, we never panicked. We did what those whom we were entrusted to lead expect of us when disaster or adversity strikes. ... we continued to lead.

I'm often asked what keeps me up at night. Prior to assuming this seat, I had prided myself in being able to sleep well at night, regardless of world events. In actuality, I've had more than a few sleepless nights over the past few years worrying about global events. The truth of the matter is, many senior DoD and military leaders do the same because we are fully informed about the threats America faces – the type of threats most Americans are unaware exist. The one thing I have never had to worry about is the ability to do the job I was hired to do because I understand what is at stake, and I have always known that my wingman, Lt. Gen. Scobee, had my back.

I've seen a significant cultural shift in how the senior enlisted force is viewed, valued and empowered through the Air Force Reserve simply because of the tone Lt. Gen. Scobee and I deliberately



set. This shift has allowed us to move the ball down the field further and faster than any other time during my 33-year career. The United States Air Force is the premier air power in the world, and the Air Force Reserve is well poised, well postured and well prepared to defend this country against any foe who wishes us harm.

Never underestimate the power of a wingman. Never underestimate the power you yield by empowering or supporting someone else. Having an authority to make a decision doesn't mean you will automatically make the right decision, so don't ever pass up an opportunity to seek the council or opinion of

someone else – up, down or across the chain. My wingman has sought my council and advice on countless occasions, not because he needed it, but because he valued it.

Work, personal and professional relationships, finances, kids – life has a way of throwing curve balls when you are least expecting it. Remember that none of us have to face these hard times without a wingman. Sometimes it seems more expeditious to go alone, but we will always go further together. When challenges and adversity strikes, make sure you have someone in your corner who has your six. Make sure you have a wingman.



Timothy C. White Jr.

TIMOTHY C. WHITE JR.
Chief Master Sergeant, USAF
Senior Enlisted Advisor to the
Chief of Air Force Reserve
Command Chief Master Sergeant,
Air Force Reserve Command



CHIEF'S VIEW



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Thanks to our contributors: We asked 911th Airlift Wing photographer Joshua Seybert to take a portrait for the cover of this issue of Citizen Airman that spoke to one or more of AFRC's three strategic priorities. As usual, Josh knocked it out of the park with his portrait of Chief Master Sgt. Marshall Martindale, a most ready and resilient leader, returning home from a training mission on a C-17 Globemaster II at Pittsburgh International Airport Air Reserve Station, Pennsylvania. For stories on the command's progress on all three of its strategic priorities, see page 8.



Senior MASTER SGT. TED DAIGLE



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MATT WHEAT

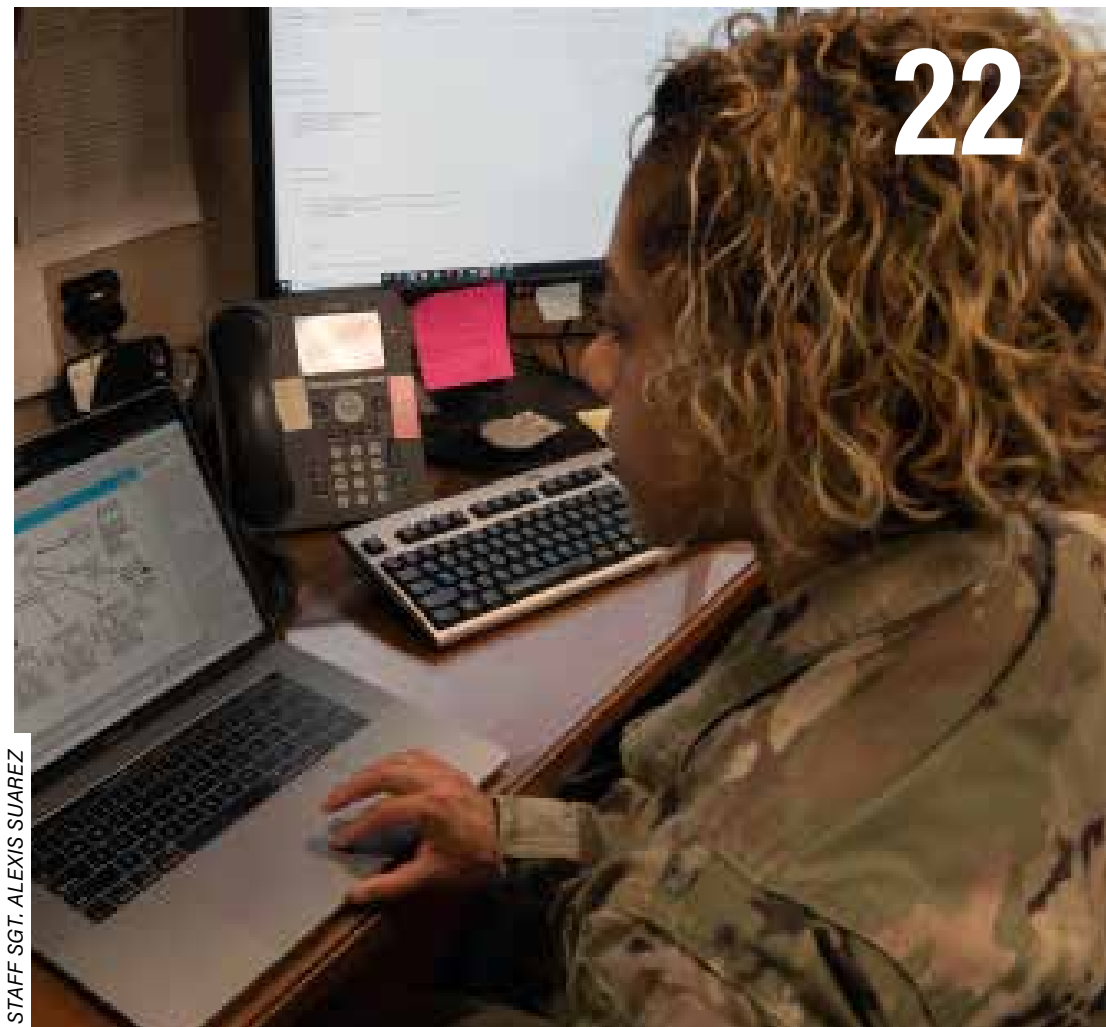


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STAFF SGT. ALEXIS SUAREZ

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LEADERSHIP STAFF

Gen. CQ Brown, Jr.
Chief of Staff, United States Air Force
Lt. Gen. Richard Scobee
Commander,
Air Force Reserve Command
Col. Eric L. Simon
Director, Public Affairs,
Air Force Reserve Command

MAGAZINE STAFF

Bo Joyner
Editor, Public Affairs,
Air Force Reserve Command
Ivan Rivera
Graphic Design, Public Affairs,
Air Force Reserve Command

CONTRIBUTING WRITERS

Maj. Gen. Moe Banavige, Lt. Col. Andrea Pitruzzella, The Commander's Action Group

Send inquiries or submissions to: HQAFRC.PAO.Operations@us.af.mil. For questions about the magazine or its contents, call (478) 327-1771 or DSN 497-1771.

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REFORM THE ORGANIZATION

By The Commander's Action Group



CA

Change is *inevitable*. Change is *uncertain*. Change may be *uncomfortable*. However, it is *often necessary* because the *risks of complacency are too great*.



— Lt. Gen. Richard Scobee,
Chief of the Air Force Reserve

(Editor's note: In 2018, Lt. Gen. Richard Scobee, chief of the Air Force Reserve and commander of Air Force Reserve Command, Chief Master Sgt. Timothy White, Scobee's senior enlisted advisor and AFRC command chief master sergeant, and their command team established three strategic priorities: Prioritize Strategic Depth and Accelerate Readiness, Develop Resilient Leaders and Reform the Organization. These priorities were designed to ensure the Air Force Reserve was prepared to meet the challenges outlined in the National Defense Strategy. These priorities were visionary in that they nested nearly seamlessly with the initiatives of Air Force Chief of Staff Gen. CQ Brown, Jr.'s Accelerate Change or Lose while predating it by two years. Many of these efforts are just beginning to show results at the unit level, with more visible results on the way. These priorities serve the dual purpose of making the Air Force Reserve more lethal and ready, while also improving the lives of Airmen. In this issue of Citizen Airmen, we do a deep dive into each of the strategic priorities, highlighting how implementing these priorities have made a difference for Reserve Citizen Airmen.)

When Air Force Chief of Staff Gen. CQ Brown, Jr. released his *Accelerate Change or Lose* directive, one of his action orders called for change to “decision processes to make analytically-informed timely decisions to outpace key competitors’ decision cycles.” The Air Force Reserve has been at the vanguard of accelerating change by prioritizing reforming the organization to improve decision making timeliness and accuracy two years before the publication of Brown’s groundbreaking paper.

We started this journey for three reasons. Adapting to strategic competition requires agility. Maintaining readiness with constrained resources needs precise information to govern resource allocation. And, recruiting and retaining the best possible Reserve Citizen Airmen demands that we identify and address institutional barriers that impede their success.

This has not been an easy task because the information technology systems underpinning our daily operations reflect a Cold War-era bureaucracy with a Total Force of nearly one million Airmen. The stark reality is that our information technology systems are optimized for an era which has long since passed, resulting in a decision cycle speed that is inadequate and struggles to adapt to more nimble adversaries.

Reforming the organization seeks to increase this decision speed through removing institutional barriers and reengineering the way we use data in nearly every aspect of our mission. Rethinking, updating and providing easily accessible and actionable information is the driving vision.

Current systems governing our personnel processes and pay are antiquated and worthy of reform. For example, when a traditional Reservist or individual mobilization augmentee moves for their civilian career, finding a Reserve job in a new unit can be frustrating at best. This problem can be driven by Reserve vacancy data that is inaccurate or outdated, resulting in redundant local tracking at the unit level.

Additionally, the systems governing our enterprise finances are cumbersome, slowing decision cycles. For example, at the start of every fiscal year, it can take up to six weeks to properly baseline the command’s financial position and distribute Reserve Personnel Appropriation funds to units. The lag in this decision sequence causes unpredictability in the lives of Reserve Citizen Airmen, as funding delays lead to delays in cutting orders.

Financial uncertainty at the enterprise level also makes problems like our 1,700-person basic military training backlog even more difficult to solve. Further, this blind spot contributes to our using only 10% of our inactive duty training travel budget.

Compounding on these problems, much of the data needed to manage a unit is stored in a patchwork of systems owned by different entities. This problem becomes readily apparent when new leadership enters a squadron. One of their first tasks is to gain access to the data needed to run the squadron, which means getting access to no less than 13 information systems.

We recognized each of these pain points, along with several others caused by our antiquated ways of doing business and committed to fundamentally upending the status quo to improve the function of the command. For the last two years, Brig. Gen. William Kountz, AFRC’s director of logistics, engineering and force protection, has been the team’s champion, providing guidance to a cross functional team of experts.

The Shared Data Environment

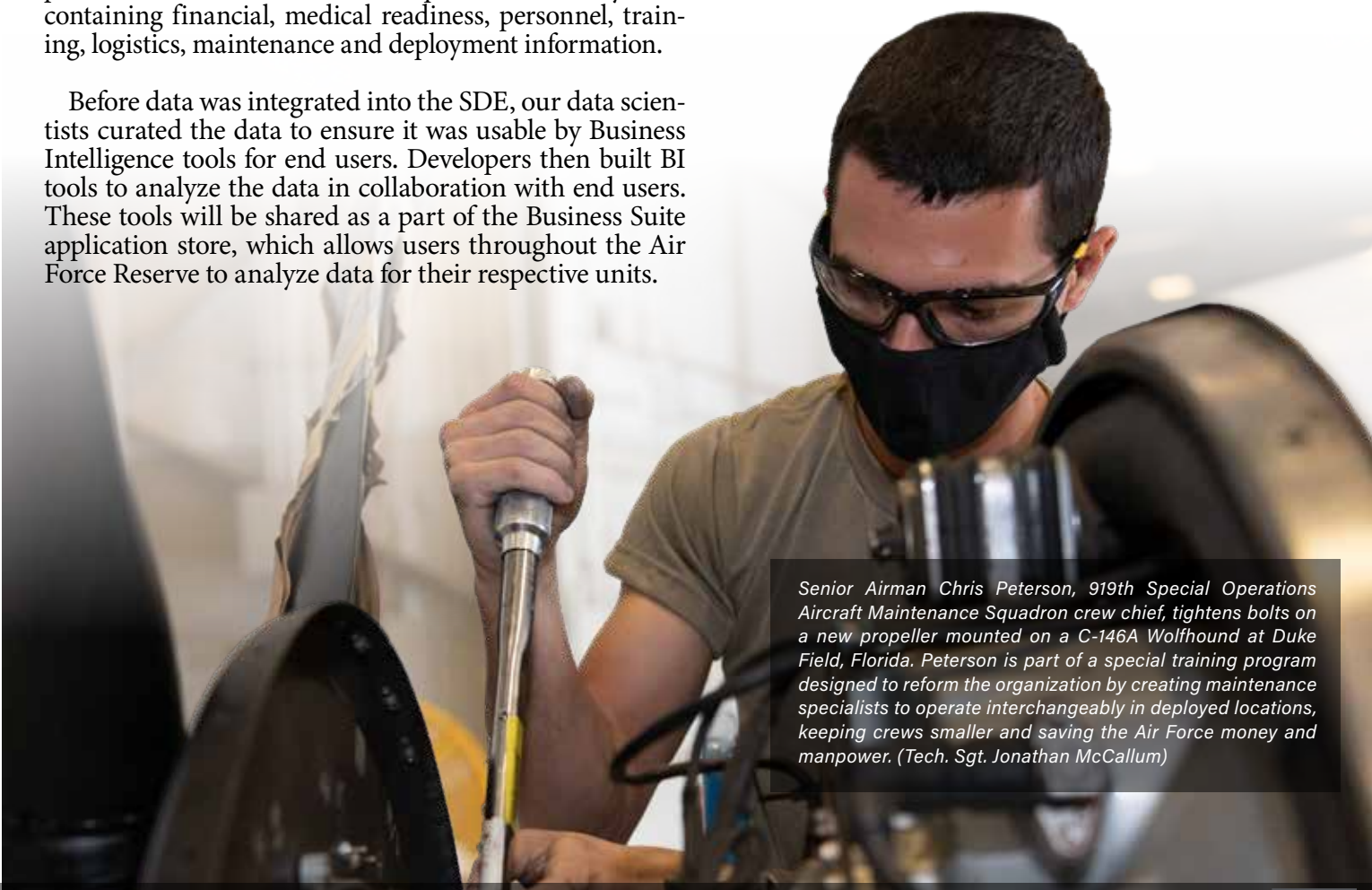
As the Air Force Reserve continues migrating to a digital environment, the volume and variety of data increases. The first priority was to develop a Shared Data Environment to integrate a vast array of stove-piped systems. The SDE compiles data from more than 100 unique information systems containing financial, medical readiness, personnel, training, logistics, maintenance and deployment information.

Before data was integrated into the SDE, our data scientists curated the data to ensure it was usable by Business Intelligence tools for end users. Developers then built BI tools to analyze the data in collaboration with end users. These tools will be shared as a part of the Business Suite application store, which allows users throughout the Air Force Reserve to analyze data for their respective units.

Business Intelligence Applications

On the first BI applications in development is the Finance BI Tool. Our financial systems are arcane to those without financial management or resource advisor backgrounds. The Finance BI Tool provides leadership insight into their budgets on an intuitive dashboard with only 24 hours of latency.

Instead of having to log into one system for RPA funding data and another for Operations and Maintenance data, the Finance BI Tool will merge the data and display it on an intuitive dashboard. Moving to a simplified financial data user interface is comparable to pushing toward a seamless online banking experience. This transi-



Senior Airman Chris Peterson, 919th Special Operations Aircraft Maintenance Squadron crew chief, tightens bolts on a new propeller mounted on a C-146A Wolfhound at Duke Field, Florida. Peterson is part of a special training program designed to reform the organization by creating maintenance specialists to operate interchangeably in deployed locations, keeping crews smaller and saving the Air Force money and manpower. (Tech. Sgt. Jonathan McCallum)





REFORM THE ORGANIZATION

tion allows for decision making at the speed of relevance and prevent duplication of effort experienced with cumbersome manual tracking.

A second tool in the final stages of development is the Bonus Log Tool. Late last year, the 310th Space Wing, Schriever Space Force Base, Colorado, identified how unwieldy determining bonus eligibility was and proposed a tool to solve the problem.

Within six months, the Reform the Organization Team was able to work with the Air Reserve Personnel Center to identify the necessary data elements to solve the problem. Because the data was already in the Shared Data Environment, developers could rapidly build an application that applies ARPC's business rules to determine bonus eligibility.

Once launched, each wing's Force Support Squadron and Career Assistance Advisor will be able to generate bonus rosters automatically based on Military Personnel Data System data from the past 24 hours. Automating this process frees up time for ARPC personnel to work other issues. Most importantly, the tool will enable faster processing for bonus pay, ensuring every Reserve Citizen Airman who is eligible gets their bonus in a more efficient and timely manner.

Institutionalizing Reform

Building applications like the Finance BI Tool and the Bonus Log Tool help to solve discrete problems. However, Reforming the Organization goes beyond just tools. It also involves a cultural shift toward incorporating more data-driven decision making at all levels.

The Reform the Organization Team is committed to developing our work force with enough multi-capable Reserve Citizen Airmen who can incorporate basic data science into decision making in their work centers. The team has developed a training catalog, most of which is free to access and can be found on the team's CAC-accessible SharePoint site.

The Air Force Reserve is reforming its organization by fundamentally changing the way we use data to make decisions to make ourselves a more ready force. AFRC leads every other major command in data infrastructure maturity. Soon, leaders at all levels will have a common

sight picture and shared understanding of resources and how to best allocate them.

BI tools will provide faster decisions on resource allocations, reducing training backlogs and getting more qualified Airmen into units. They will also provide better data to take care of those Airmen with tools such as the Bonus Log Tool, which will help to ensure everyone is paid in a more timely and accurate way.

Maj. Gen. Matthew Burger, AFRC deputy commander, summed it up best when he said, "Data-driven decisions and the corresponding enabling analytics are fundamental to ensuring AFRC remains a premier force provider offering superb value and expertise to combatant commanders and on behalf of our nation. It is paramount that we continue to develop and employ the tools necessary to drive proper resourcing and readiness decisions at time of need."

As the Air Force Reserve institutionalizes continued reform, we will also scale it by developing Reserve Citizen Airmen capable of capitalizing on opportunities to modernize the Air Force Reserve by increasing automation and accelerating decision cycles enabling us to continue providing accessible combat power for the nation ... anytime, anywhere.



An Airman with the 513th Air Control Group at Tinker Air Force Base, Oklahoma, works on Advanced Collaboration for Enterprise Services technology. (Capt. Caleb Wanzer)



Lt. Col. David Gentile, 403rd Operational Support Squadron, and Col. Kevin Campanile, 403rd Operations Group commander, value stream map steps in their group processes as part of the Continuous Process Improvement and Innovation Senior Leader Course at Keesler Air Force Base, Mississippi. (Lt. Col. Marnee A.C. Losurdo)



DEVELOP RESILIENT LEADERS

By The Commander's Action Group



*Developing resilient leaders can be **complex**. There is not a single solution or program that can **mass produce** the caliber of **leaders we need to win** in a competitive environment.*



— Chief Master Sgt. Timothy White,
Command Chief Master Sergeant, Air Force Reserve Command

Developing Resilient Leaders requires us to deliberately develop strong, adaptable and confident Reserve Citizen Airmen who can build trust within their units.

Resilient leaders are required at every level of every unit to lead teams independently and take smart risks to generate combat power. This priority aligns with the Chief of Staff of the Air Force's action order which acknowledges the need for Airmen to make decisions at the lowest levels as "critical so we can execute the mission even if the guidance is unclear or our ability to communicate is disrupted in a contested environment."

The Total Force is in the process of shifting to an Agile Combat Employment model. ACE was designed to respond to a threat environment that requires us to pivot away from large, vulnerable bases with robust support to more distributed, remote and austere locations. To sustain operations, these smaller bases will rely on significantly smaller and more independent teams of Airmen who can perform several different functions.

These teams require resilient leaders at all levels who can potentially operate remotely in austere conditions and achieve results. Developing the leaders necessary to win in contested environments requires a multipronged approach that promotes measurable effects on resilience by optimizing helping agency service delivery, and providing realistic training that enhances both technical competence and emotional intelligence.

Understanding Where We Are

Measuring resilience is complex. One of the first problems the team examined was exactly how to assess the resilience of individuals and organizations. Chaplain (Col.) Nealy Brown was ideal for this task. A professor of psychology who teaches collegiate research and statistics as a civilian, she was able to develop the Comprehensive Airman Fitness Reserve Assessment.

The CAFRA looks at Airmen's resilience holistically, across the mental, social and spiritual domains. It relies on established assessments like the Department of Veterans Affairs Deployment Risk and Resilience Inventory, the Brief Resilience Scale and the Brief Religious Multi Measure Scale to develop an assessment model tailored to the unique challenges Reserve Citizen Airmen face.

The CAFRA has already been tested at seven units. Initial CAFRA data has the potential to help leaders at the local level allocate resources at the point of greatest need. For example, if a squadron is undergoing a particularly trying time, the CAFRA can inform helping agencies how to focus their interventions on the unique need of a unit, such as moral injury, suicide prevention or bolstering marriages.

Optimizing Local Helping Agencies

To further streamline program delivery to better meet Reserve Citizen Airmen's needs, the DRL team launched the Connect the Network initiative, which works at the installation level to ensure our newly resourced full-time first sergeants are the single point of contact for every helping agency and resilience program across an installation.

The DRL team is finishing the development of its Connect the Network guide, which includes information on more than 30 different helping agencies at local, state and federal levels. The guide also incorporates problem-centric metrics for childcare, healthcare, wellness, suicide prevention, legal and other issues to help first sergeants tailor responses to specific issues.

The DRL team is also working to enhance the effectiveness of helping agencies through Community Action Boards and Community Action Networks. CABs are leadership forums at the installation level that serve to resolve helping agency gaps at the local level. CANs serve as working groups for the CABs, developing and implementing Community Action Plans to address local needs.



Air Force Reserve Lt. Col. Rob Marshall recently led an Air Force mountain climbing expedition to the top of Denali in Alaska to highlight the importance of active resilience. (Matt Wheat)





DEVELOP RESILIENT LEADERS

At AFRC host installation, this starts with ensuring all helping agencies are represented on CABs to ensure installation leadership can address resilience challenges with all of the tools available. As the CAFRA gets validated, it also has the potential to be a critical input to CANs working resilience issues, allowing CANs to better tailor Community Action Plans to the specific needs of units.

Building Strategic Depth One Resilient Leader at a Time

In addition to evaluating how the Air Force Reserve delivers resilience programs to its Airmen, the DRL team is also looking at how to base resilience into scenario-based training. Part of this effort is stress inoculation. Stress inoculation works to add realism to training by putting realistic stressors, such as fear or inherited error, into training

scenarios tied back to specific job qualification standard tasks without adding additional requirements.

These training scenarios are paired with sets of observable attributes, such as emotional intelligence, communication and receptiveness to feedback. Trainers can then debrief trainees on how to better use these attributes to navigate stressful situations. Stress inoculation has already been tested at 20 organizations and is expected to debut at new installations quarterly.

While we continue to build resilience, we must also defend it. The DRL team is acutely aware of the fact that our adversaries persistently seek to undermine readiness through disinformation. Social media campaigns continue to target service members and their families. One of the first steps to countering this influence is to recognize influence operations.

To help, the DRL team has developed unclassified intelligence briefings on influence operations and videos and guides on social media safety to help Reserve Citizen Airmen protect themselves against malicious actors online as part of a larger digital force protection initiative. These products are located on the Air Force Reserve's section of the Air Force Connect app available on smartphones.

Developing resilient leader requires us to take a holistic approach to resilience. The CAFRA will provide the ability to be more deliberate in deploying preventative measures. Connecting the Network will optimize helping agency responses for Reserve Citizen Airmen and their families. Stress inoculation will train leaders at every level in how to lead through challenges. Finally, digital force protection will work to prevent those gains from being undermined by malicious actors.

“Lt. Gen. Scobee’s emphasis on developing resilient leaders within our force has been fundamental in ensuring our Airmen are poised to face and conquer any challenge,” said

Maj. Gen. Matthew Burger, AFRC deputy commander. “It is a key tenet at both the personal as well as the organizational level. The resiliency of our AFR Airmen fosters a competitive mindset that solves operational problems despite unforeseen challenges. Highly successful teams and units leverage resilient leadership every day to provide a proficient force that properly manages risk across all mission areas.

“We have demonstrated the success of this initiative as we battled a global pandemic, faced multiple natural disasters and confronted numerous resource challenges within the command in the last 24 months. Although none of us can say for certain what obstacles we may face next, there is no doubt that resilient leadership will be a critical enabler to the success of our Airmen.”



Then-Airman 1st Class Michael McCullough poses on the Ground Instructional Training Aircraft ramp at Sheppard Air Force Base, Texas, in 2021. McCullough’s resilient journey to join the Air Force began 20 years ago after the events of 9/11 and included losing more than 200 pounds and overcoming health issues. (John Ingle)

Senior Master Sgt. David Sudak, a Reservist in the 419th Aircraft Maintenance Squadron, returns home following a deployment to Spangdahlem, Germany, where the Air Force Reserve 419th Fighter Wing and active-duty 388th FW supported NATO allies and partners. (Staff Sgt. Thomas Barley)



PRIORITIZE STRATEGIC DEPTH & ACCELERATE READINESS

By The Commander's Action Group



At the end of fiscal year 2021, the Air Force Reserve met its annual end-strength goals. While end strength provides a snapshot of the number of Reserve Citizen Airmen currently serving, it provides little insight into strategic depth. Assessing the readiness of the Air Force Reserve solely by end strength is like trying to predict who will win the Super Bowl three years from now by counting the number of players on a team.

It is not simply a straightforward accounting of personnel on the team roster. Determining readiness of our force is equally complex. To help minimize complexity, the Prioritize Strategic Depth and Accelerate Readiness Team has concentrated on assessing the health of each career field, developing standardized unit health measurements and ensuring robust exercise planning so when Reserve Citizen Airmen are needed to respond they are ready.

Career Field Health

One significant advancement in assessing career field health is AFRC's Functional Area Management Toolkit. The FAM Toolkit is a business intelligence software tool that was developed at AFRC headquarters.

It fuses data from across personnel, readiness, financial and medical systems to provide near real-time information on the number of personnel on each duty status. Every career field manager is now able to use the FAM Toolkit to look at staffing levels by Air Force Specialty Code and location, allowing them to make decisions about how to positively affect career field health.

Visualizations can also help to detect trends and take corrective action. Additionally, the FAM Toolkit can help to better understand nuances in the data. For example,

*The reason the Air Force Reserve exists is to **provide manpower and capabilities to support and defend this nation.** This mandate spans the **entire spectrum of operations**, so we must be prepared to **respond to any potential scenario.** As a military organization, our **primary focus is combat and operational readiness.** However, threats to national security are not limited to adversarial forces. **We cannot limit our focus to just combat readiness.** Ultimately, our mission is to **respond when needed to any scenario or requirement.***

— Lt. Gen. Richard Scobee,
Chief of the Air Force Reserve



maintenance staffing might be at 100% enterprise wide. However, it may not tell the entire story as one maintenance squadron may be staffed at 120% while another is staffed at 80%. This could create an illusion of adequate staffing across the enterprise. The FAM Toolkit allows career field managers to drill down into the data and better understand this context.

An additional part of maintaining AFSC health is ensuring FAMs are trained to use data analytics to assess career field health. Many FAMs are one-deep positions, leaving the potential for significant gaps in coverage at headquarters.

To mitigate these gaps, the Strategic Priorities Team developed meaningful standardized processes for FAMs to provide coverage across career fields. Additionally, the team developed formal training for all FAMs through the Professional Development Center to increase FAM proficiency, allowing them to better serve their career fields.

Senior Airman Armani Alexander, a defender with the 403rd Security Forces Squadron stationed at Keesler Air Force Base, Mississippi, takes part in an area security operations exercise at Camp James A. Garfield Joint Military Training Center, Ohio. The training was part of the two-week Integrated Defense Leadership Course, based at Youngstown Air Reserve Station, Ohio. (Eric M. White)



Reserve Citizen Airmen with the 514th Air Mobility Wing participate in a water survival training course at Naval Air Station Key West, Florida in June. Airmen with the 514 AMW took advantage of a training block organized in Key West to complete various training requirements in a condensed timeframe. Training opportunities included M9 Barreta qualifications, water survival qualification, a SERE refresher course, tactical combat casualty care and other required training. (Staff Sgt. Sean Evans)





PRIORITIZE STRATEGIC DEPTH AND ACCELERATE READINESS

Unit Health

Most units consist of a variety of AFSCs. A unit's staffing, when viewed as just a percentage rate, may not be indicative of overall unit health, depending on vacancies and overages. Further, looking at just the staffing rate does not take into account skill levels, dwell time between deployments or medical profiles.

The Force Availability Utilization Tool was developed to provide better insight into readiness through a unit-level dashboard to help command teams focus on areas impacting readiness. Part of the building of the FAUT was to develop measures of effectiveness to help leaders focus their efforts to improve readiness.

Additionally, the FAUT provides both leadership teams and FAMs the ability to examine how units are being employed. The FAUT uses this information to forecast unit readiness. This feature helps FAMs better understand projected readiness, preventing them from overcommitting units for deployments at planning conferences.

Exercise Planning

A final part of prioritizing strategic depth and accelerating readiness is exercise planning. In 2019, the Force Generation Center began the Deliberate Planning of Exercise process. DPEX optimizes readiness by centralizing planning for participation in large force exercises at the FGC.

Instead of an ad hoc voluntary process, DPEX matches projected deployments with large force exercise objectives 18 to 24 months ahead of time. DPEX also works to ensure funding for exercises to avert budgetary shortfalls. DPEX manages limited exercise opportunities and resources to provide just-in-time training to units.

In addition to DPEX, AFRC has published its commander's training guidance and a strategic training plan. This guidance has already shaped internal exercise planning at every level of the Air Force Reserve. For example, Rally in the Rockies, a collaborative effort between 10th Air Force, 22nd Air Force and the Army National Guard, practiced specific objectives for austere operations such as landing aircraft on a length of highway.

These practices have been visible across the command with C-17s from Joint Base Charleston, South Carolina, practicing for operations in contested air space, C-130s from Dobbins Air Reserve Base, Georgia, working out of austere air fields, and medical teams at Wright-Patterson Air Force Base, Ohio, practicing for mass casualty events with local law enforcement.

Prioritizing strategic depth and accelerating readiness is foundational to the Air Force Reserve. Every Reserve Citizen Airman makes contributions to this effort to ensure we are ready when our nation needs us.

A ready, credible and lethal Reserve force is a deterrent against potential adversaries. The recently published National Defense Strategy is clear in its focus on our role. The Air Force Reserve is an essential component of the Joint Force and must be continually ready to operate against pacing threats in contested and austere environments.

To ensure Reserve Citizen Airmen are prepared, we are accelerating readiness and prioritizing strategic depth by training and equipping FAMs to maintain career health, providing tools for command teams to assess unit health, and ensuring meaningful training in exercises at every level.

"We need to ensure we have real-time data on career field health and unit health to make informed decisions on deployments and resource allocation," said Maj. Gen. Matthew Burger, AFRC deputy commander. "Developing tools to enable more analytical rigor in near real time will provide more granularity in understanding the readiness posture of the Air Force Reserve. Additionally, thoughtful and deliberate exercise planning will provide realistic training against high-end threats that we face in a security environment defined by strategic competition."



Senior Airman Michael Dang, crew chief with the 419th Aircraft Maintenance Squadron, shows Airman 1st Class Miguel Perez how to perform a routine pre-flight maintenance check on an F-35A Lightning II during exercise Sentry Savannah in May. Exercises like Sentry Savannah train and test the counter-air capabilities of fighter pilots and also provide critical experience and training to maintenance Airmen in the rapid employment and recovery of aircraft. Photo edited for security purposes. (Senior Airman Erica Webster)



Reserve Citizen Airmen participate in a litter carry obstacle course during a recent Patriot Warrior exercise. Patriot Warrior is Air Force Reserve Command's premier exercise providing Airmen an opportunity to train with joint and international partners in airlift, aeromedical evacuation and mobility support. The exercise builds on capabilities for the future fight, increasing the readiness, lethality and agility of the Air Force Reserve. (Staff Sgt. Christopher Dyer)



CSAF'S ACTION ORDERS DRIVE IMA

STRATEGIC REVIEW TEAM'S WORK

Photo by Staff Sgt. Gregory Brook



Photo by Staff Sgt. Marianique Santos



As an Airman, I have had many amazing life experiences. I've traveled around the world and worked with many brilliant, inspirational people. As a former squadron and group commander, I have seen our Air Force provide airlift and combat power, deliver humanitarian aid, and provide countless other awe-inspiring acts of assistance at a moment's notice.

Nothing I witnessed would have been possible without our world-class Reserve Citizen Airmen. As team lead of the IMA Strategic Review, taking great care of our 7,500 individual mobilization augmentees is a task I feel very passionately about. When Chief of Staff of the Air Force Gen. CQ Brown, Jr. published his Action Orders last year, they really codified what we were doing.

Our traditional Reservist brothers and sisters have their unit's assistance to submit order requests, file travel vouchers and process their pay. It is more challenging for our IMAs. At times, our current self-service legacy systems struggle to make it easy to serve and free to focus on the mission.

Submitting orders requests, going TDY, filing travel vouchers and staying green is time consuming and often frustrating. Action Orders A and B, Airmen and Bureaucracy, are a call to action for the team on these issues.

We as IMAs are not alone in our frustration. The Air Reserve Personnel Center, the Readiness and Integration Organization, unit reserve coordinators and others want to improve how we accomplish our standard actions so we can spend more of our time on our mission, not admin. They are tasked with ensuring our

readiness, but struggle to maintain the manning to do this. And, they are also hamstrung with old information technology requiring a lot of individual, manual processing.

As IMAs, we operate under a shared administrative control where our admin support is split between our active component unit and AFRC, causing seams. There is an opportunity to mend these seams that exist between our active component unit and our AFRC support providers.

The IMA Strategic Review Team was formed by Lt. Gen. Richard Scobee, chief of the Air Force Reserve, with the task of researching and analyzing the IMA program to better align it with the National Defense Strategy, strengthen relationships with our active component partners and improve support to our IMAs. His mandate, coupled with Action Orders A, B, C (Competition) and D (Design), give the team the grit and guidance it needs to dig in and get after real solutions.

This work has resulted in four lines of effort to make the IMA program more responsive to both the mission and our IMAs through integrated product teams. One is prototyping a concept to leverage innovative skill sets to quickly respond to emerging threats, which supports Action Order C.

Another is exploring ways to simplify the shared administrative control to make it easier for the active duty unit and the IMA. This supports Action Order D.

There is an integrated product team being led by HQ RIO to explore the next evolution of the organization as HQ RIO 2.

The final integrated product team is prototyping an expanded presence at the Air Staff level to improve IMA program oversight, promote proactive billet management and increase advocacy for IMAs with our active component partners.

Bottom line – we are working to have better advocacy and a clear strategic vision for the IMA program to ensure we meet what the Air Force requires of us as we get after the National Defense Strategy and our pacing threat. We are working to simplify how administrative control works for IMAs.

Our integrated product teams are collaboratively working all of these areas so we can spend more of our duty time on our wartime mission. In the next four months, we will continue to test our ideas and iteratively improve them. We will present our plan to the chief of the Air Force Reserve in October, with the goal to begin implementation soon after.

As the world's greatest Air Force and Air Force Reserve, we owe it to our IMAs to provide the best vision and support possible so our talented Airmen can get after the mission!

For more detailed information about the IMA Strategic Review Team's work, go to <https://www.afrc.af.mil/About-Us/IMA-Strategic-Review/>.

(Banavige is the IMA Strategic Review Team lead and the mobilization assistant to the commander of Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.)





U.S. AIR FORCE
CONTINUOUS PROCESS
Improvement



— By Lt. Col. Andrea Pitruzzella

GREEN BELT TRAINING AVAILABLE TO ALL AIRMEN

The Air Force Continuous Process Improvement Green Belt Academics e-learning course, through OpusWorks, is now available to all Airmen.

The online course, comprised of 40 self-paced modules, replaces the previous 40-hour classroom instruction, and provides a flexible and cost-effective way to increase training availability for Airmen. The course may be taken on a personal device. Air Force network access is not required.

“I encourage all Airmen to take advantage of this opportunity to

broaden their critical thinking skills and practical problem-solving ability,” said Maj. Gen. Matthew Burger, Air Force Reserve Command deputy commander. “Improving your individual skills will enable us to robust our organizational capability to improve and innovate in pursuit of more effective and efficient outcomes.”

Green Belt Academics is a gateway foundational course which introduces Airmen to Continuous Process Improvement tools and methods, and provides them with problem-solving and facilitation techniques. These skills, when applied across the spec-

trum of Air Force Reserve members, create a synergistic pool of practitioners with the knowledge necessary to identify problems and improve processes through statistical analysis methodologies.

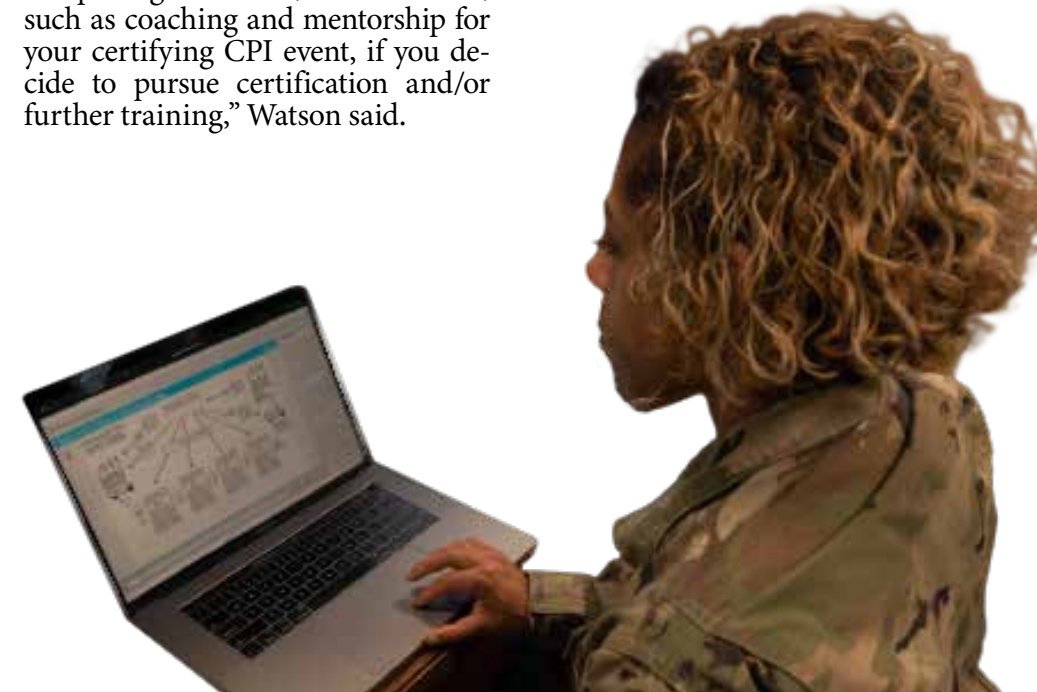
Once Green Belt Academics is completed, Airmen can work with an assigned Black Belt mentor to assist them in the practitioner phase to demonstrate mastery of the skills learned by facilitating a Green Belt-level event to resolve issues facing Reserve units. This final step is required to obtain Green Belt certification.

Green Belt events improve a single Air Force process by one or more performance measures, such as speed, quality, cost, etc... Improvement initiatives typically address a wide range of topics, such as travel reimbursement, corrective actions for unit deficiencies, dental wait time reduction, travel card delinquency, etc... These operational- and tactical-level efforts are crucial for AFRC to achieve its strategic priorities: Accelerate Readiness and Build Strategic Depth, Develop Resilient Leaders, and especially, Reform the Organization.

“Green Belt Academics would cost approximately \$2,000 if not taken through the Air Force’s affiliation with OpusWorks,” said Donna Watson, AFRC’s Continuous Process Improvement and Lessons Learned division chief. “Reserve Citizen Airmen are actively sought out by local employers for the talents and characteristics obtained through their military training. The skills acquired through the completion of this course greatly contribute to the collaborative relationship we have with our local communities by bringing this highly desired skillset into their place of work or business as well.”

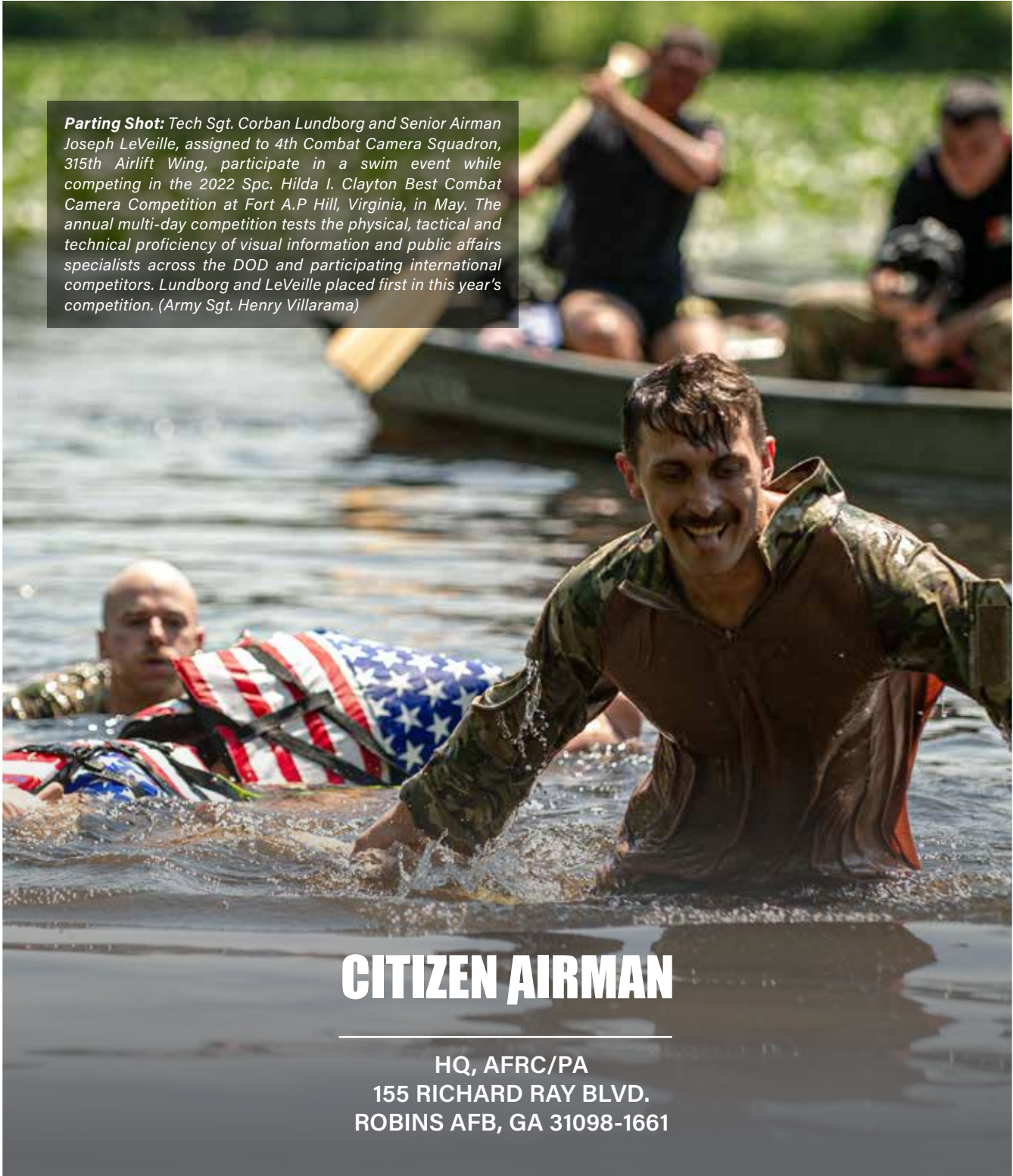
Airmen are encouraged to reach out to their unit’s process manager for the link to register for the course. “He or she can provide additional information, such as additional benefits of completing the course, and assistance, such as coaching and mentorship for your certifying CPI event, if you decide to pursue certification and/or further training,” Watson said.

Further questions can be directed to the AFRC/A9R workflow at AFR-CA9R.AFSC021@us.af.mil.



Tech. Sgt. Meya Rayner, 927th Commander Support Staff wing administration flight chief, completes the Air Force Continuous Process Improvement Green Belt Academics E-learning course at MacDill Air Force Base, Florida. These 40 self-paced modules allow Airmen to broaden their critical thinking skills and practical problem-solving ability. (Staff Sgt. Alexis Suarez)



A man in a military uniform is wading through water, smiling. He is wearing a brown and green camouflage jacket. In the background, another person is visible, and there is a boat with people on it. The scene is outdoors on a body of water.

Parting Shot: Tech Sgt. Corban Lundborg and Senior Airman Joseph LeVeille, assigned to 4th Combat Camera Squadron, 315th Airlift Wing, participate in a swim event while competing in the 2022 Spc. Hilda I. Clayton Best Combat Camera Competition at Fort A.P Hill, Virginia, in May. The annual multi-day competition tests the physical, tactical and technical proficiency of visual information and public affairs specialists across the DOD and participating international competitors. Lundborg and LeVeille placed first in this year's competition. (Army Sgt. Henry Villarama)

CITIZEN AIRMAN

HQ, AFRC/PA
155 RICHARD RAY BLVD.
ROBINS AFB, GA 31098-1661