

DEPARTMENT OF THE AIR FORCE
PRESENTATION TO THE SUBCOMMITTEE ON PERSONNEL
COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE

SUBJECT: HEARINGS TO EXAMINE THE ACTIVE, GUARD, RESERVE, AND CIVILIAN
PERSONNEL PROGRAMS IN REVIEW OF THE DEFENSE AUTHORIZATION REQUEST
FOR FISCAL YEAR 2012 AND THE FUTURE YEARS DEFENSE PROGRAM

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INTRODUCTION

Chairman Webb, Senator Graham, and distinguished members of the subcommittee, we thank you for the opportunity to appear before you on behalf of America's Airmen. In an era of evolving requirements, diverse mission sets, and constrained budgets, our Air Force faces an ever increasing set of challenges as we seek balance between winning today's fight and countering the threats of tomorrow. This objective will not be achieved easily and will increase in complexity as we realize the cumulative impact of being at war continuously for the past decade. As the Air Force's Assistant Secretary for Manpower and Reserve Affairs and Deputy Chief of Staff for Manpower, Personnel and Services, it is our mandate to help deliver fully-qualified and ready Airmen for the Joint Warfighter while meeting the essential needs of these Airmen and their families. As part of this charge, we remain dedicated to ensuring we organize and develop our Total Force so we are prepared to meet the challenges of the 21st century.

MILITARY AND CIVILIAN PERSONNEL BUDGET

Towards this end, our personnel budget submission reflects this focus as we have requested \$30.5B in MilPers and \$7.8B for CivPers for the regular component in FY12. This decrease of \$600M in CivPers from FY11 levels is primarily due to a return to FY10 manning levels. For the Air National Guard, we have requested \$2.2B for CivPers to pay our Title V and Title 32 (dual status military technicians) civilians and \$3.1B for MilPers. This is a \$10M increase over FY11 primarily due to price growth in pay, BAH, incentives, and Retired Pay Accruals, alleviated to a degree by targeted program reductions. For the Air Force Reserve we have requested \$1.7B for MilPers and \$1.2B for CivPers.

As part of our overall focus on efficiencies, the Air Force will not increase our civilian workforce to planned levels and will follow the SECDEF's intent to maintain civilian full time

equivalents near the FY10 levels. This will require some workforce rebalancing and we are conducting a strategic review to determine areas where we most need our valuable civilian personnel in the future. We are conducting this review concurrent with the development of our FY13 budget. In order to maintain alignment of our workforce against our most critical missions and take care of our current workforce as we determine our long term needs, we have recently instituted hiring controls to ensure the size of our workforce is consistent with our available civilian pay dollars. We will monitor the size of our workforce closely over the next months and adjust controls accordingly, but we'll continually focus on maintaining the right skillsets for our missions and taking care of our civil servants.

AIRMEN IN THE JOINT AND COALITION FIGHT

More than 97,000 Total Force Airmen are currently forward stationed or deployed worldwide supporting combatant commanders. Another 133,000 provide daily strategic mobility, space and missile capabilities, command and control, and intelligence, surveillance, and reconnaissance to joint warfighters. In all, 43 percent of the Total Force directly supports combatant commander requirements every day.

END STRENGTH

The FY11 programmed Total Force end strength is 702,367 which is comprised of 332,200 active duty, 192,267 civilians, 71,200 Reserve, and 106,700 Air National Guard personnel. In the FY12 Budget, we have requested a Total Force end strength that will actually decrease to 693,099. Active duty end strength will increase by 600 Airmen to 332,800, and our civilian end strength will decrease by just over 10,000 to 182,199 civilians. We will also increase the Reserve end strength by 200 to 71,400 while the Air National Guard remains unchanged at 106,700. Additionally, the FY12 budget captures efficiency efforts through

reducing overhead and support functions which will allow us to shift manpower resources to our warfighter and readiness programs.

FORCE MANAGEMENT

Fiscal constraints and 16-year record high retention rates compel the Air Force to develop voluntary and involuntary programs to manage our end strength. At the end of FY10, the Air Force exceeded its end strength of 331,700 by approximately 2,300 officers while meeting enlisted end strength levels. We expect to exceed our FY11 end strength by approximately 900 officers and could reach well above this level by FY12 if we do not continue efforts to manage attrition. We have reduced and delayed officer and enlisted accessions to help manage our total end strength. Since its implementation, nearly 13,000 Reservists have become trained and available. For FY11, we will conduct a Force Shaping Board for junior officers, a Reduction in Force (RIF) board for mid-grade officers, and Selective Early Retirement Boards (SERB) for lieutenant colonels and colonels. Mid-grade officers eligible for the RIF board will have the opportunity to apply for voluntary separation pay in lieu of meeting the board. Likewise, lieutenant colonels and colonels will have the opportunity to voluntarily retire in lieu of meeting the SERB. Our force management strategy is not a rapid resolution, but a carefully tailored, multi-year effort designed to manage the force along a 30-year Continuum of Service in a manner that makes required efficiencies while still keeping faith with our career force.

ACCESSIONS

For FY11, planned enlisted accession reductions are 2,135 but may be adjusted before the end of the year based on losses and retention rates. Planned officer reductions have been adjusted to approximately 300, down from 439. Reductions are realized in all officer competitive categories, with our rated force at 97 percent sustainment; non-rated line at 93

percent sustainment; and non-line at 93 percent sustainment. In FY12, we anticipate few reductions in officer accessions. However, enlisted accession reductions are currently set for 2,037 but may be readjusted before the end of the year. In the past year, the Air Force Reserve experienced the most accessions in 16 years and the highest amount of non-prior service recruits in over 20 years.

RECRUITING, RETENTION, BONUSES, AND INCENTIVE PAYS

We are completely committed to retaining high quality Airmen in order to successfully carry out today's missions as well as our new and emerging missions. America has the very best Air Force in the world, and it takes recruiting, developing, and retaining the highest quality Airmen to maintain that status. To do so, our FY12 budget request includes \$30.5B in military personnel funding, including a 1.6 percent pay increase. Although our recruiting quality and retention levels are at the highest in 16 years, we are allocating \$630M for bonuses to recruit the right skill sets and retain experienced Airmen for today's fight and tomorrow's emerging missions.

Our FY12 recruiting activities budget request includes \$65.5M for recruiting activities and \$70.6M for advertising efforts, including a strategic marketing campaign which focuses on diversity and science, technology, engineering, and math.

Similarly, the Air National Guard (ANG) is focusing its recruiting efforts on precision recruiting to fill existing vacancies. The Air Force Reserve has programmed \$31.3M for bonus incentives in FY12 and continues to show positive gains in all retention categories. The Air Force Reserve uses its bonus program to meet the demand for critical skills deemed vital to its mission. Its bonus program has been pivotal to recruiting and retaining the right people to meet Combatant Commander requirements. Members with these skills are normally in high demand

within the private sector. With continued funding, the Reserve will be able to offer the appropriate combination of bonuses for enlistment, reenlistment, affiliation and health professionals. To improve our chances of success, we have increased the number of recruiters working in the field to attract quality candidates.

Even with high retention for the active duty officer force as a whole, there are still manning shortfalls and retention deficits in high-demand and new and emerging specialties that require bonuses as a part of a gap-closing strategy. These specialties, which contribute significantly to the joint fight, include contracting, control & recovery, public affairs, civil engineering, intelligence, logistics readiness, and many of our medical professionals, including mental health and other critical wartime skills.

The overall Air Force budget for initial enlistment bonuses for FY12 is \$14.5M, providing four and six year bonuses ranging from \$1,000 to \$17,000. This helps us target hard-to-fill, chronically critical, and battlefield Airmen occupational specialties, including airborne cryptologic language analyst; combat control; tactical air control party; survival, evasion, resistance, and escape; pararescue; special operations weather; explosive ordnance disposal; and security forces.

The remainder of the Air Force's recruiting bonuses attracts experienced health professionals in critical wartime specialties, such as physicians, dentists, nursing, pharmacy, public health, clinical psychology, and social work in order to more effectively meet validated health care needs. Increased operations tempo and outside competition are also impacting our ability to retain Health Professions Officers. To mitigate this situation, the Air Force Recruiting Service recruits Fully Qualified (FQ) Health Profession (HP) officers and Health Professional Scholarship Program (HPSP) candidates.

While active duty officer retention as a whole remained strong through FY10, we still need higher retention in targeted year groups for specific specialties including contracting; control & recovery; public affairs; civil engineering; intelligence; logistics readiness; and certain medical specialties. In order to address officer retention concerns, contracting, control & recovery were approved by OUSD(P&R) in FY09 as critical skills and are currently receiving a critical skills retention bonus (CSRB). The projected CSRB costs for FY12 are approximately \$9M (\$2.8M budgeted for control & recovery and \$6.2M for contracting). The Air Force also uses Cumulative Continuation Rates (CCR) to track retention by Air Force Specialty Code and by reenlistment zones. The CCR shows the expected rate an Airman is likely to remain in the service from year-to-year or zone-to-zone. Skills Retention Bonus (SRB) are also an effective tool for measuring targeted retention by AFSC and by zone.

DEPLOYMENTS

As of 25 April 2011, we have more than 40,000 personnel deployed, approximately 5,000 of whom are fulfilling Joint Expeditionary and Individual Augmentee taskings working with our sister services. In order to meet the growing demands of Combatant Commanders, Air Force six month tours increased from 12 percent of all deployments in CY04 to 65 percent of all deployments today. In October 2010, the Chief of Staff of the Air Force established the Air Force's baseline deployment tour length to be six months, which will be normalized for all Airmen by October 2012. Approximately 2,700 of our deployment requirements, or seven percent of all deployments, require members to be away for 365 days. We are committed to ensuring we fulfill deployment commitments while taking the greatest care of our Airmen and their families.

As we continue to provide air, space, and cyberspace support to combatant commanders, we are leveraging the capabilities resident within the active, guard, reserve, and civilian forces, to include deployments and mobilization. Reserve Airmen support our Nation's needs, providing operational capabilities around the globe.

Today, Air Force Reservists are serving in every Area of Responsibility, and there are approximately 4,300 Air Force Reservists activated to support operational missions. Likewise there are 5,554 Air National Guard members deployed. In CY2010, 3,739 National Guard Airmen performed domestic missions under Title 32 including US air defense, border security, counterdrug operations, and search and rescue.

Through our Overseas Contingency Operations (OCO), we have budgeted \$1.5B in FY12 and we invest in it as an equal partner with our sister services and coalition team members to effectively pursue national security objectives around the globe. We have a validation process for all OCO requirements and just recently implemented a prioritization system to ensure our Reserve Component man-days meet the greatest need while remaining within our appropriated funds.

As the Department of Defense builds its civilian expeditionary workforce, Air Force civilians continue to be a significant part of the capability we offer to the Combatant Commander. For example, deployed civilians are currently augmenting our Office of Security Investigations, intelligence, logistics, comptroller, as well as various headquarters support positions worldwide. In addition, civilian employees throughout the Air Force provide vital support on a daily basis such as aircraft repair, purchase of equipment and supplies for troops, continuity at home station for deployed military, and support for Air Force families.

DIVERSITY

In a nation where about 75 percent of our youth are ineligible or unable to serve in an all-volunteer military due to educational or health issues, it is a military necessity to maintain a diverse Air Force to overcome today's increasingly complex challenges. Our Active, Guard and Reserve units throughout the country this year will participate in symposiums, career fairs, and expositions such as the Joint Women's Symposium and Air Force in the Community.

In the fall of 2010, we published strategic guidance to include a diversity policy directive and Diversity Roadmap, which provides priorities, goals, and specific actions for implementing diversity initiatives. Formalizing the Diversity Roadmap into an Air Force Instruction will provide the Total Force its final piece of strategic guidance. The vetted recommendations of the Congressional mandated Military Leadership Diversity Commission will be woven into the instruction. We anticipate completion of the instruction by the end of September 2011.

We furthered the institutionalization of diversity by holding a Diversity Senior Working Group in October 2010. Showcasing senior leader commitment, we had participation from the Chairman of the Joint Chiefs, Secretary and Chief of Staff of the Air Force, in addition to sixty senior leaders from the major commands and the Pentagon. They were challenged to promote diversity within their spheres of influence. The Air National Guard has championed this effort and created a diversity position, reporting directly to the Director, Air National Guard.

As a result of our commitment to advocate equity, diversity, and inclusion at the US Air Force Academy (USAFA), a Chief Diversity Officer (CDO) position was created and filled in December 2010. The CDO directs all diversity initiatives, policies, and programs at USAFA to advance inclusion as a core institutional value and increase diversity in all dimensions across its faculty, staff, and cadets.

Air Force diversity is interwoven into our rich culture, heritage, and traditions and we will continue to emphasize the necessity to attract and recruit the best qualified citizens to serve on our team, America's Air Force.

NUCLEAR HUMAN CAPITAL STRATEGY

Airmen must be specifically trained, educated, and experienced through professional development initiatives designed to create the capabilities and culture this no-fail mission demands, and our nation deserves. We implemented several new initiatives to enhance the development of our nuclear Airmen and improve the management of their assignments. Central to our efforts is the shift to assigning the most "qualified" Airman versus the most "eligible" Airman for our key nuclear billets.

Our new approach to managing enlisted talent gives us the capability to evaluate the entire pool of nuclear Senior Non-Commissioned Officers (SNCOs) and select the right Airmen for critical jobs, while also ensuring our nuclear SNCOs are vectored in the proper career sequence and that we are preparing them for future leadership roles in the Nuclear Enterprise. Our 2W2 (Nuclear Weapons Maintenance) and 21M (Munitions, Missile Maintenance) career fields have developed prioritization lists to ensure we assign the most qualified Airmen to positions by order of importance within the Nuclear Enterprise.

We also moved the screening of qualifications to serve in nuclear billets to earlier in our pipeline for our most stressed career fields. This led to greater efficiency in initial selection and training for nuclear-related positions, and more timely backfills for open positions.

AIRMAN & FAMILY RESILIENCE

We are totally committed to strengthening the resilience of our Airmen and their families. Our leadership is committed toward building resilient Airmen who have the ability to withstand,

recover, and grow in the face of stressors and changing demands, regardless of time, challenge, or location. To heighten the focus on this area, the Air Force established a Resilience Division within Headquarters Air Force. This division will build a corporate program with two distinct yet integrated focus areas: Airman Resilience and Family Resilience. In addition, we established the Deployment Transition Center at Ramstein Air Base, Germany in July 2010. Since the Center's inception, more than 1,420 selected Airmen have participated in this two-day reintegration and decompression program while enroute to their homes from deployment.

We are also working with the RAND Corporation to develop a longitudinal study on families that will begin in summer 2011. This study will follow more than 5,000 active duty families while tracking their resilience across a full deployment cycle, before, during, and after deployment. The information received from this study will be invaluable on how we treat and provide care for Airmen and their families in the future.

In concert with The First Lady's "Let's Move" family fitness initiative, we launched Air Force "FitFamily," which meets two of four goals of the "Let's Move" initiative. FitFamily raises the awareness of the importance of physical fitness and healthy meals for the entire family. FitFamily encourages everyone to "Get Up, Get Out and Get Fit – Together" by registering online as teams, and achieving various participation levels through family fun activities, sports and fitness events, and healthy food selections.

SUICIDE PREVENTION

Since 1997, Air Force has worked resolutely to decrease the number of suicides among Airmen, civilian employees, and families. The Air Force suicide prevention program uses a multi-faceted approach to address the needs of a variety of individuals from different backgrounds and in different career fields. Air Force programs involve the entire Air Force

community, including leaders, Airmen, families, chaplains, and health professionals in preventing suicide. Recent suicide prevention initiatives include the addition of mental health providers in primary care clinics where Airmen can obtain care without concern about the perceived stigma associated with mental health care.

The annual Department of Defense/Department of Veterans Affairs Suicide Prevention Conference is another means by which our organizations and communities share research efforts, identify effective tools, discuss risk factors, and describe innovative programs. As our shared knowledge of the causes and risk factors associated with suicide increase, we are better prepared to create and tailor programs that afford our Service members, families, and employees the coping skills and help-seeking skills that minimize their susceptibility to suicide.

EXCEPTIONAL FAMILY MEMBER PROGRAM

Over the last two years we assessed available community and family support services for our special needs families, uncovering inconsistencies in service delivery. With Secretary Donley's approval, we implemented a new policy building an Exceptional Family Member Program (EFMP) which integrates enrollment and health care assistance, assignment coordination, and family support components into one seamless program.

In FY10, the Secretary of Defense provided \$4.7M in start-up funding, enabling the immediate hiring of 35 Air Force EFMP Coordinators to serve families at locations serving the majority of our 17,000 Airmen with special needs family members. The Air Force is committed to funding these positions from FY12 forward. All of our active duty remaining locations have a designated staff member at the Airman & Family Readiness Center to provide community/family support assistance to families with special needs.

Additionally, beginning in FY12, the Air Force will add 36 active duty social work billets which will manage enrollment and assistance with health care responsibilities in order to improve coordination of care for high-risk families.

SENSE OF BELONGING

The Air Force developed an actionable plan to institutionalize our commitments to Fostering and Maintaining a Strong Air Force Community; Strengthening a Sense of Belonging to the Air Force; and Improving Airman and Family Resiliency. These three objectives will be achieved and maintained through four key strategic focus areas: Housing & Communities, Airman & Family Support, Education & Development, and Health & Wellness. Policy and process priorities have been translated into actions and tasks that will be accomplished over the next few years, perpetuating the Air Force's commitment to strengthening our ties to one another, improving our operational abilities, and ensuring our Air Force Community is best positioned to meet future commitments and requirements.

We are delivering on this commitment by expanding child care through different programs such as the Extended Duty program, Home Community Care, and the new Supplemental Child Care initiative to provide flexibility in meeting child care needs. Through our Extended Duty Program, we are able to provide 14,000 free hours of child care each month, assisting members who work non-standard duty hour shifts, weekends and evenings. Additionally, Air Force Reserve and Guard members are able to obtain free child care during drill weekends through our Home Community Care Program. Consequently, our Youth Program serves nearly 68,000 youths in our before and after summer programs, part-day preschools, and youth development camps.

Within our Airman and Family Readiness Centers, Spouse Employment Assistance is one of several areas where we have concentrated our efforts. We continue to work closely with our Service partners on the advancement of the Military Spouse Employment Partnership to increase portable career opportunities for all of our spouses. This year we completed six major Morale, Welfare and Recreation construction projects valued at \$29M and three major lodging construction projects valued at more than \$207M.

These projects and upgrades not only greatly improve our Airmen and their families' quality of life but also increase the readiness of our warriors to fulfill ongoing deployment commitments across the world.

SEXUAL ASSAULT PREVENTION AND RESPONSE

Sexual assault is a crime that violates our core values. It undermines the environment of professionalism, respect, and discipline that we need to succeed. It impacts the victim, the unit, the mission, friends, and family. In order to better understand the extent of and circumstances surrounding the crime, we commissioned Gallup to conduct a confidential survey to measure the incidence (past 12 months) and prevalence (lifetime in the Air Force) of sexual assault in the Air Force. We provided a copy of this report to this committee in March 2011.

At the direction of the Secretary of the Air Force, we did a top-to-bottom assessment of our Sexual Assault Prevention and Response (SAPR) program, looking at everything from leadership steps to prevention, response, and accountability. Our assessment included recommendations from Gallup subject matter experts, the Defense Task Force on Sexual Assault in the Military Services, and direction from Congress. We are currently moving forward with improvements to the program.

The Air Force projected \$35.1 million to execute the Air Force Sexual Assault Prevention

and Response program for fiscal year 2011. The budget funds 199 fulltime positions and program funding for operational expenses for all first-responder agencies and field level activities. The manpower positions include 175 military and civilians serving as Sexual Assault Response Coordinators and assistants, and 24 dedicated investigative agents specializing in sexual assault investigations.

We are committed to a strong prevention program, victim safety and care, and holding assailants accountable for their actions.

YELLOW RIBBON REINTEGRATION PROGRAM

In addition to other Air Force programs designed to support our Air Force families, the Yellow Ribbon Program is a venue in which wing leadership, community, and state partners can address challenges facing Airmen and their families during the deployment cycle. Through their Yellow Ribbon events, the Air Force effectively works partnerships with community organizations to ensure attendees receive information and counseling on a wide variety of issues through programs designed to help them during pre-deployment, deployment, and demobilization. These include programs on marriage counseling; services for children; substance abuse awareness and treatment; mental health awareness and treatment; financial counseling; anger management counseling; domestic violence awareness and prevention; employment assistance; and preparing and updating family plans. All these programs have tangible benefit for our Airmen and their families as well as significant intangibles for the Reserve Components. As Yellow Ribbon evolves our primary objective is to make a strong program even more robust and effective for those it serves.

WARRIOR AND SURVIVOR CARE

Our Military Health and Non-Medical Care system achievements have significantly changed the face of war. We can now deploy and set up hospitals in 12 hours of arrival almost anywhere in the world. We move wounded warriors from the battlefield to an operating room within minutes leading to a sustained less than 10 percent died-of-wounds rate. This includes moving our sickest patients in less than 24 hours of injury to be near their loved ones within three days to hasten their recovery. Since October 2001, we safely evacuated more than 86,000 patients. Our Centers for the Sustainment of Trauma and Readiness (C-STARS) provide our medics with state-of-the-art training required for treating combat casualties.

As to non-medical care, the Air Force is fully committed to caring for our brave wounded ill and injured Airmen and their families. In fiscal year 2010, we programmed \$13.3M to provide non-medical case management, support, and assistance through the Air Force Survivor Assistance Program, the Recovery Care Program, and the Air Force Wounded Warrior Program.

Our Wounded Warrior population has increased by 329 members to 1,043 as of March 31, 2011. The current breakdown by component includes: Regular, 762; Reserve, 131; and Air National Guard, 150. Of this total population, 635 or 61 percent suffer from psychological (PTSD) illness and the remaining 408 are recovering from injuries, including Traumatic Brain Injury. In this regard, we place heavy emphasis on the performance of our Recovery Care Coordinators and their ability to reach our Airmen in all components regardless of location. In keeping pace with our growing population, the Air Force has hired 32 Recovery Care Coordinators to support 30 locations across the Air Force and we have increased our Air Force Wounded Warrior Care Managers from 12 to 21 positions.

INTEGRATED DISABILITY EVALUATION SYSTEM

The Integrated Disability Evaluation System (IDES) provides support to our Service members who have potentially disabling conditions. To date, approximately 40 Air Force installations have implemented disability processing under IDES. Under IDES, there is a 5.3 percent rate of appeal of informal physical evaluation board decisions, compared to a 15.4 percent rate of appeal under the legacy process. For these individuals, IDES has the potential for retaining them in an active status for considerably longer periods of time compared to the legacy disability evaluation system. As a result, the Air Force is especially pleased to be working with the Office of Wounded Warrior Care and Transition Policy in developing the IDES Remodel to incorporate streamlined processes within the medical evaluation phase of IDES.

PHYSICAL DISABILITY BOARD OF REVIEW

As a result of the 2008 NDAA Wounded Warrior legislation, the Department of Defense was directed to establish the DoD Physical Disability Board of Review (PDBR). OSD designated Air Force as the Lead Component to operate and manage this congressionally directed Wounded Warrior program. The Air Force operates the board on behalf of the Secretary of Defense and provides critical reviews for all uniformed services, including Army, Navy, Air Force, Marine Corps, Coast Guard, and their Guard and Reserve components. Since its inception, the board has received 2,296 applications and adjudicated nearly 800 cases with an overall recharacterization rate of 58 percent to a disability retirement.

The Department of Justice remanded a Post Traumatic Stress Disorder Class Action Lawsuit Litigation (Sabo, et al, v. United States) to the board for remediation. Nearly 1,200 individuals who were board eligible chose to join the suit. Since July 2010, the board has made

recommendations to the Service Secretaries on more than 200 Sabo cases. Ninety-four percent of these cases have resulted in recharacterization recommendations to retirement.

Since the Physical Disability Board of Review is a DoD board, OSD programmed the funding to the Air Force for the board's standup and operations through FY12. However, due to the extended operational requirement of the board and existing DoD policy, the Air Force will now pursue proportional reimbursement from each service to fund current and future year operating costs.

TOTAL FORCE ENTERPRISE

We are diligently working to develop a requirements-based analytical model which we hope will enable us to more effectively balance the mix of regular and reserve component forces across the Total Force Enterprise (TFE) and put them to their most effective use. The end state we seek is equilibrium between demand, requirements, inventory, manpower, costs, and employment guidance in the new strategic reality of today's dynamic operational environment. As we continue to utilize the Reserve component as an operational force, our goal is to design a process that will assure we are approaching force structure from a total force frame of reference and achieving the optimal balance of capabilities in a manner that is repeatable and transparent.

CONTINUUM OF SERVICE

Continuum of Service is a personnel management construct supporting the most efficient use of human capital to accommodate varying levels of individual services commensurate with a member's ability to serve either part-time or full-time to effectively meet Air Force requirements. This will allow the Air Force enterprise to more efficiently meet its human capital needs. In a collaborative effort, the Air Force Secretariat, Air Staff, Air Force Reserve, and Air National Guard staffs are developing and implementing Continuum of Service personnel

policies, guidance, programs, and initiatives in support of Air Force Strategic guidance and Air Force priorities such as modernizing organizations and developing and caring for Airmen and their families.

INTEGRATION OF AIR FORCE COMPONENT PERSONNEL MANAGEMENT SYSTEMS

In late 2010, the Secretary of the Air Force directed a team of cross-functional leaders from across the Air Staff to develop a work plan to integrate the three Air Force Component Personnel Management Systems into a single system. This effort is charged to review, analyze and integrate not only data systems, but also organizations, laws, regulations and policies, processes, technology, and performance management. Our strategic intent is to establish a single, uniform system for Air Force personnel management optimizing existing systems already in place. This effort is known as the Integration of Air Force Component Personnel Management Systems, commonly referred to as 3-1 Integration, with a targeted initial implementation date of CY12, with follow-on actions through the Future Years Defense Plan (FYDP).

The integration of personnel management systems across the Air Force is intended to improve efficiency in Air Force personnel management; promote uniformity in policies, processes, and regulations to the extent practicable across the Active Duty, Air National Guard, and Air Force Reserve; reduce barriers across the components; enhance career opportunities for a Continuum of Service; and provide better service to our Airmen.

DON'T ASK, DON'T TELL

We are responsible for many Don't Ask, Don't Tell repeal actions, including the education and training of our Total Force. Every Airman must understand what is expected in the post-repeal environment, including the continuation of the Air Force's high standards of professional and personal conduct. To achieve this goal, we are aggressively implementing a

systematic training program and updating numerous Air Force Instructions to implement policy changes on separations, accessions, recruiting, and sexual orientation. The dignity and respect of our Airmen will remain a top priority, as always. In the Air Force, all Airmen receive the opportunity to reach their highest potential in an environment free from personal, social or institutional barriers.

CONCLUSION

Today's Airmen possess an unsurpassed commitment and dedication to service and are a credit to the Joint Warfighter and the U.S. Air Force. They enable our competitive advantage against our adversaries and deliver dominance in air, space, and cyberspace. For these reasons, we will continue to recruit, train, and retain America's finest to serve our great nation, and for their solemn devotion we have an obligation to provide the care and service they and their families deserve.