

FROM: Chief of Air Force Reserve/AFRC Commander

To: All AFR personnel

SUBJECT: CAFR/MAJCOM Commander TASK Order #2022-01 (12 August 2022)

Situation

The Air Force we need to defeat a pacing threat is not the Air Force we have today. Each budget cycle demands hard choices and tremendous change to build the Air Force the Nation Needs (AFNN). This may manifest in new missions, divestiture of legacy weapons systems or shifts across mission areas. Our MAJCOM will be navigating unprecedented turbulence in upcoming fiscal years – resulting in little or no growth in top line budget authority, continuing resolutions, rebalancing RPA and O&M funds to enable needed training, and re-missioning of some of our units. While these are all significant factors of our environment, we still expect leaders at every level to build readiness while maintaining unwavering support of our individual Airmen.

Mission:

CC Intent:

Our MAJCOM must focus on building readiness and resiliency to support warfighting against a near peer adversary while expeditiously reforming our organization. My intent is to prioritize every dollar spent and allow maximum flexibility for commanders to lead. We will hold both the staff and command chain accountable in planning to execution of a comprehensive and effective strategy to build a ready force and reform the organization. I expect our leaders and stakeholders to collaborate consistently -- synchronizing communication up and out as well as down to every Airmen.

Strategic Priorities:

In furtherance of that intent, I am taking this opportunity to hone our strategic vector. Going forward the emphasis of the command will be:

PRIORITY 1: Ready Now!

PRIORITY 2: Transforming for the Future.

Execution:

All AFR Airmen (AGRs, civilians, TRs, ARTs, IMAs, AFRC assigned Airmen)

Concept of Operations: All assigned personnel must maintain basic readiness. All Airmen must actively engage in generating personal and unit readiness. Loss of currency or proficiency is unacceptable. DO NOT wait on your units to coordinate. Every Airmen owns their readiness and works diligently to be an effective warfighting element within their unit.

Task 1 – (Mil/ART) Maintain readiness to support Combatant Commanders through

- a. AFSC proficiency
- b. Medical readiness
- c. Basic Airman Readiness (BAR) training currency
- d. Physical fitness prepared for combat, including fitness assessment currency

Task 2 – (CIV) Enable unit readiness by

- a. Allocating unit resources to meet assigned missions
- b. Acting with speed to execute resources to support unit assigned mission

Desired End State: All assigned personnel will sustain basic readiness. Every Airmen will be resilient and ready to answer the call to fight.

Squadron Commanders

Concept of Operations: Commanders must ensure unit cohesiveness, cultivate a combat mentality, and develop Airmen with a warrior ethos prepared for any conflict. Future conflict will require our Airmen to critically outthink a technically superior adversary. Commanders should prepare units to operate independently despite disconnected C2 and against a highly capable and well-trained adversary.

Task 1 – Build a ready force

- a. Fully manned – all vacancies advertised, persistently recruiting
- b. Fully trained force – AFSC and BAR proficient
- c. Equipped for Combat – all required equipment ready to deploy
- d. Ready to mobilize - medically ready, combat fit

Task 2 – Lead your unit with mission-driven purpose

- a. Develop individual training plans for all assigned members by AFSC
- b. Develop an intentional and sustainable mentoring program for all Airmen
- c. Develop and implement unit program to build warrior ethos

Task 3 – Prioritize resiliency in your unit and your Airmen

- a. Communicate directly and consistently with families
- b. Support Airmen and their families with all appropriate resources at time of need
- c. Incorporate Stress Inoculation scenarios into AFSC training and exercises
- d. Fully utilize all aspects of the Key Spouse program

Desired End State: Units are led by strong command teams of fully manned warfighters equipped for combat and ready to mobilize. They have built a ready force optimized to support the AFFORGEN model, developed Airmen, and prioritized resiliency. The unit and members are respected for the capabilities and they understand the calling to something bigger than themselves.

Wing CCs/Group CCs

Concept of Operations: We must move at speed. Commanders must have a thorough understanding of the readiness state of their subordinate units, operational demands in the future, and critical resources needed to be combat effective. Wing/Group battle rhythm must ensure penetrating and recurring communication across subordinate units to convey intent, level of resourcing, and clear expectations of performance. Commanders should prioritize lead UTC manning and units in ready/available phase of AFFORGEN. Commanders may take risk for units in Reset phase.

Task 1 – Build/implement detailed annual training plan for all subordinate units that includes:

- a. All required exercise participation (#participants, funding required, objectives)
- b. UTA schedule with attention to training objectives
- c. Deliberate plan to utilize all AT for assigned members

Task 2 – Build/implement detailed annual flying hour plan that:

- a. Identify both on station and off station flying activity
- b. Articulate average sortie duration, turn patterns, required configurations
- c. Identify Monthly O&M days
- d. Track and measure execution against annual plan

Task 3 – Build and execute annual manning plan:

- a. Identify/monitor overages by unit
- b. Level unit manning across the UMD (reducing overages) quarterly
- c. Advertise 100% of vacancies and overages within RMVS
- d. Audit UMD against assigned roster monthly

Task 4 – Build a Wing FINPLAN (annual financial strategy):

- a. By month plan to execute RPA, AT, IDT, to meet readiness goals and accounting for potential Continuing Resolution (CR) operations
- b. Organize requirements into basic categories
 - a. Unit health (supports leadership team, UTM, UHM, UFPM, UDM)
 - b. Long term orders (critical to mission, and greater than 90 days)
 - c. Exercises – supports unit participation in critical training events
 - d. Other – unit discretion
 - e. Identify funds to support travel – O&M, RPA
- c. STP2, ST1, MTP clearly identified by name and unit

Task 5 – Build, implement, and maintain appropriate control measures to establish oversight of Wing upgrade/certification training:

- a. Direct each unit to detail (within annual training plan) UTA goals for upgrade training by name
- b. Each month, closely track progress and training record documentation for Airmen in the upgrade process

Desired End State: Commanders have optimized all resources to ensure a ready force. Commanders have a detailed and executable training plan to maximize combat capability. All Airmen are supported and cared for and reform efforts focus on development, training, and pay. Airmen's time is valued and they receive appropriate training at every opportunity.

NAF CCs

Concept of Operations: NAF commanders are responsible for subordinate units, and are accountable for ensuring efficient consumption of wing resources (i.e. manpower, RPA, AT, flying hours, etc.).

Task 1 - Ensure units are mission ready and are properly resourced to fully support lead UTCs for subordinate organizations.

- a. Identify required training capacity for formal schools/BMT/OTS, flying hours, manpower, and RPA funding to meet these directed levels to optimize NAF resources to support units in the Ready phase.
- b. Identify deficits or surplus resources and work with appropriate MAJCOM staff to reallocate resources when and where needed.

Task 2 - Validate unit readiness in accordance with AFFORGEN model force presentation

- a. Ensure funding for exercises prioritizes those units in the Ready phase.
- b. Take risks in Reset phase.

Task 3 – Monitor and report execution of critical resources

Commanders and staffs quickly develop the ability to evaluate return on investment for all resources expensed at the unit level. Specifically, it is unacceptable to use resource consumption as the sole criteria for success. Leaders must properly balance resources against both quality of training and readiness needs. When possible, unit leaders should utilize objective criteria to measure return on investment.

- a. 100% FTE vacancies advertised (AGR, Civilian, ARTs)
- b. Financial resources (RPA, O&M, STP I/II, MTP)
- c. Flying Hours

Desired End State: Commanders make informed resourcing decisions balancing risk across wings and mission areas. Reform efforts enable and power agility and speed to deliver critical resources at the time and speed of need. Commanders ensure detailed annual wing training, manning, and financial plans. Commanders and their staffs validate the readiness of subordinate units.

HQ AFRC/HAF RE/ARPC/DRUs

Concept of Operation: All HQ staff will focus on rapid reform to empower and enable exquisite decision support and well-informed strategy implementation.

Each functional director has routine and recurring activity to support daily activities. Advancing these efforts should not adversely impact our priorities. Reform will be the engine that drives

success at every level of the organization and supports our foundational activities. As an example, the Status of Funds (SoF) Tool enables shared awareness of \$1.25B across 40+ wings and is refreshed on a daily basis. Just one year ago, similar data collection and dissemination took 6 weeks.

Specifically, reform means enabling activity and decision making at the unit level to optimize resource allocation against well-established priorities.

It is paramount that HQ staffs are highly effective performers in our three foundational activities and in communicating and executing our financial strategy every year.

Three Foundational Activities

1. POM build
2. Annual Financial Strategy
3. Human Capital Strategy

Task 1 – Effectively lead functional areas

- a. Develop and implement mission-enabling enterprise control measures
- b. Advance AFRC Strategic Priorities
- c. Provide substantive and timely support to the Headquarters' three foundational activities
- d. Set conditions for success at NAF and Wing level

Task 2 – Develop and Implement Battle Rhythm for corporate processes

- a. Identify timeline for all foundational activities – inputs/outputs
- b. Incorporate inputs/outputs into tasks and requirements across the staff and into normal battle rhythm
- c. Relentlessly pursue well-staffed, synchronized, coordinated, and effective inputs to support both readiness and reform

Task 3 – Develop and Implement Strategic Communications Plan

- a. All senior leaders (E-9/O-6s and above) must understand and be prepared to advance key command priorities and critical issues
- b. Provide frequent and penetrating communication to AFRC NAFs and units
- c. Develop critical networks and partnerships with other MAJCOM and agency counterparts

Task 4 – Develop and Implement data informed process and decision support

- a. Prioritize our foundational corporate strategies – Financial Management, Programming, Manpower, and Flying Hours
- b. Develop processes and strategies to capture the data and systems needed for mature and meaningful decision support while leveraging the 4Vs (Volume, Variety, Velocity, Veracity) of big data analytics
- c. Pursue real time data update capability
- d. Increase the use of predictive analytics
- e. Prioritize transparency, cross-functional cooperation, and data sharing

Desired End State: A reformed HQ staff and associated processes that enable agile, transparent allocation of resources and the ability to monitor at real time to adjust resources in response to the ever-shifting environment at the unit level. Our HQs demonstrate expertise in building an effective POM that aligns resources against mission requirements. Our financial strategies preserve unit readiness and empower decision space at the wing level. Unit Manpower Documents (UMDs) reflect the resources required to be mission effective and to care for our airmen and their families. Directors and their staffs are relentless advocates for CAFR's strategic priorities. We are trusted and valued wingmen; heralded for our due diligence and data expertise.

AFRC MAs/RAs/IMAs

Concept of Operation: AFR Mobilization Assistants (MA) and Reserve Advisors (RA) are critical conduits for effective and meaningful partnerships with our RegAF customers. MAs and RAs are our trusted and persistent advocates for communicating our capabilities, concerns, and needs. We rely upon them to help maintain exquisite alignment of our forces to our customers' needs while simultaneously protecting the equities of AFR.

Task 1 – (MA/RA) Identify and communicate gaps in resources, capabilities, and communication to effectively align AFR with other MAJCOMs, CCMDs and Agencies

- a. Drive topics and discussion for effective Staff-to-Staff engagements
- b. Provide data, requirements, issues and concerns to CAFR prior to key leadership events

Task 2 – (RA) Align, synchronize, and advocate for AFR mission sets, personnel, and capabilities

- a. Develop and maintain a high level of awareness of AFR capabilities, programming actions, and emerging/divesting mission sets
- b. Present and vigorously defend AFR equities to our partners

Task 3 – (RA/IMA) Provide functional support for our IMAs and Senior IMAs

- a. Assist with oversight of IMA performance and mentor/coach/train when necessary
- b. Assist IMAs in overcoming obstacles to pay, readiness, and service

Task 4 – (IMA) Maintain readiness and responsiveness

- a. Fully participate to funding level
- b. Excel at assigned duties
- c. When required provide surge capacity

Desired End State: MAs and RAs are trusted and valued members of the staffs to which they are assigned. Constant two-way communication through them has ensured that AFR is best postured to meet the needs of MAJCOMs, CCMDs, and Agencies while also taking care of our airmen, efficiently and effectively applying our resources, and developing the right programs and missions to defend the country.

Coordinating Instructions:

CAFR/MAJCOM CC 90-Day Focus Directives: Critical to building a strong MAJCOM and support for Air Force missions is the coordination across MAJCOMs, DAF staff, and

RA/MA/IMA communities. CAFR/MAJCOM CC will provide 90-day focus directives to synchronize and communicate across our diverse network. This document is only the starting point to align our efforts. The first focus directive will be published on 1 Oct 22.

Coordination across all stakeholders is essential to synchronizing and aligning our MAJCOM. Staff activity is the primary driver in the development and execution of our resourcing strategies. An effective battle rhythm at every echelon of command is critical to synchronizing staff activity in order to be effective. AFRC battle rhythm supports a variety of forums (CDB, CUB, POM, FMB, RMC, etc.) to develop and implement resourcing strategies. Senior leaders (all E-9/O-6's and above) across the MAJCOM should be familiar with these forums and prepared to support the priorities and strategies of the MAJCOM.

Command and Control:

This TASKORD format will continue for subsequent updates to all personnel as a means of consistent communication regarding expectations and orders. HQ AFRC will create a SharePoint repository for the collection and tracking of this TASKORD's deliverables.

1. NAF/Wing/Group/RIO CC/Squadron CC's and Command Directors will publish an execution plan to this TASKORD to define their expectations, methods of accountability and times of review. CAFR/MAJCOM CC will conduct an initial review of compliance with this element on 17 October.
2. NAF/CCs will conduct Readiness Review forums at least three times per year. AFRC/CC will preside.
3. All elements of the TASKORD will be evaluated during UEI Capstones, MIs, CEs, and Readiness Exercise Validations in support of this TASKORD will be evaluated at every level of command.
4. The AFRC/MA will have primary responsibility for ensuring that the tasks herein are completed.

Acknowledgement Instructions: All AFRC Wing and Wing equivalent commanders, NAF and ARPC commanders, AFRC/DS, AF/RE-D, FGC/CC, 367RCG/CC, and RIO/CC will report acknowledgement of this TASKORD at <https://usaf.dps.mil/sites/AFRC-CAT/CAFR> NLT than 12 Sep 22. Acknowledgment will attest that the respondent and all assigned units and personnel have:

1. Received the TASKORD
2. Are aware of their assigned tasks
3. Understand the timeline for stated deliverables.

Release Authority:

Chief of the Air Force Reserve, AFRC Commander

DISTRIBUTION: HAF/RE, MAJCOM, NAFs, DRU, ARPC, RIO, Wing/Gp/Sq CCs, All Reserve Airmen (TR, AGR, ART, IMA, CIV)