

FROM: Chief of Air Force Reserve/AFRC Commander

To: All AFR Personnel

SUBJECT: CAFR/MAJCOM Commander TASK Order #2024-01 (1 Nov 2024)

**Situation:**

There is significant change from TASKORD 2023-01. The Secretary's direction to Reoptimize for Great Power Competition (GPC) challenges the department to present a modernized and effective force that is organized, trained, and equipped to deter conflict and prevail against today's threat. Constrained budgets, with little or no growth in top line budget authority, continue to demand hard choices that prioritize and align resources. This has and will continue to be demonstrated in new missions, divestiture of legacy weapons systems or shifts in force structure and across mission areas. We still expect leaders at every level to generate readiness while maintaining unwavering support of our individual Airmen. The past year has been productive, but we must remain committed to our priorities of Ready Now and Transforming for the Future.

**Mission:**

**CC Intent:**

Our MAJCOM will focus on developing mission-ready Airmen, building a force that is combat ready to meet Combatant Command (CCMD) rotational requirements, and aligning and resourcing the new Combat Wing (CW) force presentation model to meet Joint Force warfighting demands through 2033 and beyond. Our ability to do this is dependent on an available, committed, trained and developed force. We will accelerate our ability to prepare and present a certified Expeditionary Air Base (XAB) capability for the 25.2 Air Force Force Generation (AFFORGEN) cycle, while meeting all CCMD requirements prior to and afterwards. Simultaneously, the Air Force Reserve will serve as definitive experts in the design, implementation and execution of CWs. Additionally, we will maintain our efforts to successfully recruit new Airmen and remain committed to caring for and retaining currently serving Airmen and families. We will continue to prioritize developing the enlisted force and identifying a common mission-focused development and training path. A focus on reforming our organization, leveraging data to make informed decisions, taking sensible risks and up-channeling challenges and barriers to success will be critical to transformation. 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 from 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 and in" to every Airman.

**Strategic Priorities:**

The emphasis of this command remains:

**PRIORITY 1: Ready Now!**

**PRIORITY 2: Transforming for the Future.**

**Execution:**

## **All AFRC Airmen** (AGR, ART, Civilian, TR, IMA, AFRC Assigned Airmen)

**Concept of Operations:** Accountability is key! All assigned personnel must maintain basic readiness. AFR Airmen must actively engage in generating personal and unit readiness with strict adherence to standards and orders. Loss of currency or proficiency is unacceptable as it consumes two valuable resources – time and funding. DO NOT wait on your units to coordinate. Understand and leverage every tool and resource available. All Airmen must learn to understand and apply Commanders' intent with overall scheme of maneuver to accomplish decentralized execution of the mission. Every Airman is accountable for their own readiness and will work diligently to be an effective warfighting element within their unit.

### **Task 1 – (AGR, ART, TR, IMA, AFR Assigned Airmen) Maintain readiness to support Combatant Commanders through**

- a. AFSC proficiency → including timely upgrade training
- b. Medical readiness
- c. Ready Airman Training (RAT) and Mission Ready Airmen (MRA) currency
- d. Physical fitness prepared for combat, including fitness assessment currency
- e. Professional Development (PME, CBTs, AAD, Official/ Unofficial courses)
- f. Security Readiness (i.e. security clearance eligibility)
- g. Family/Employer Readiness

### **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 AFR personnel will sustain basic readiness and remain in compliance with the designated AFFORGEN phase or institutional mission requirement. Every Airmen will be resilient and ready to answer the call to fight in any operational environment.

## **Squadron CCs and SELs**

**Concept of Operations:** Commanders and Senior Enlisted Leaders must cultivate a warfighter mentality, ensure unit cohesiveness, and develop Airmen prepared for any conflict. Future conflict will require Airmen to critically outthink any adversary. Commanders of both combat-coded and institutional mission units must embrace the principles of mission command and prepare to operate in degraded/disconnected C2 and in a highly contested environment. Command teams will leverage deliberate and thoughtful analysis - balancing and accepting both risk to mission and risk to force - to ensure we meet the demands of the global competitive environment and the Secretary's priorities.

### **Task 1 – Build a ready force that is**

- a. Fully manned – Advertise all vacancies as authorizations allow and recruit persistently
- b. Fully aligned – Positions aligned to generate combat power (status & rank)
- c. Fully trained– Airmen fully proficient in AFSC, UTC, RAT, and MRA tasks; AFFORGEN events prioritized for units to meet 100/200/300/400 level training and certification requirements

- d. Equipped for combat – all required equipment ready to deploy IAW AFFORGEN phase
- e. Medically ready and combat fit
- f. Validated– verify resource capacity and capability in DRRS and validate using the Inspection System's EX10 Readiness Exercises
- g. Professionally developed – prioritize funding for PME, Total Force, and Academia/Civilian sector courses

### **Task 2 – Lead your unit with mission-driven purpose**

- a. Develop an annual training plan that includes all AFSC upgrade training requirements
- b. Develop an intentional and sustainable mentoring program that supports the personal and professional development of all assigned Airmen
- c. Equip Airmen with the proper tools to monitor and plan individual progress
- d. Develop a unit annual Financial Plan (FINPLAN) based on prioritized readiness and projected manning gains to sustain appropriate AFFORGEN readiness requirements
- e. Leverage the Flying Hour Program (FHP) tool required for execution review and validation (Flying units)

### **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
- c. Incorporate Stress Inoculation scenarios into AFSC training and exercises
- d. Fully utilize all aspects of the Key Support Liaison Program
- e. Identify Quality of Life (QoL) challenges, implement local initiatives where possible, and elevate challenges to higher echelons as needed

**Desired End State:** Commanders have aligned resources, built a ready force optimized to support the new combat wings model, developed assigned Airmen and prioritized resiliency. Units led by strong command teams, are fully manned with warfighters equipped for combat and ready to mobilize. Units are professionally developed to enhance mission execution and understanding; integrated with Total Force partners; and share a culture of strategically minded Airmen.

### **Wing CC, Group CCs, Wing CCMs, and Group SELs**

**Concept of Operations:** We must move at speed. Commanders, CCMs and SELs must have a thorough understanding of the readiness state of their subordinate units, current and future operational demands and critical resources needed for the combat or institutional mission they are charged with executing. Commanders must embrace the principles of mission command. Command teams will leverage deliberate and thoughtful analysis – balancing and accepting both risk to mission and risk to force – to ensure we meet the demands of the global competitive environment and the Secretary's priorities. Commanders will support managed risks within subordinate units and empower subordinates at the lowest capable level. Commanders, CCMs and SELs are responsible for the culture in their organizations. They must set the example and hold all members accountable to ensure strict adherence to standards. Wing and Group battle rhythm must ensure penetrating and recurring communication across subordinate units to convey intent, level of resourcing, planning factors and clear expectations of performance. Commanders must quickly

identify and highlight challenges through the chain of command, should prioritize lead UTC manning and units in the AFFORGEN Prepare and Certify phase. Commanders may take risk for units in Reset phase.

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

- a. All required exercise participation appropriately aligned with AFFORGEN phases to include EX10 Readiness Exercises (# of participants, funding required, objectives)
- b. Align proficiency with AFFORGEN phase as resourcing will inform readiness
- c. UTA schedule and AT plan with attention to training objectives and professional development
- d. Collaboration with RegAF partners for effective aircraft/simulator access to meet training requirements (Classically Associated units)
- e. Opportunities across NAFs, reinforcing interoperability and capacity

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

- a. Identify both on station and off station flying activity
- b. Articulate average sortie duration, turn patterns, required configurations
- c. Identify Monthly Operations & Maintenance (O&M) days requirements
- d. Track and measure execution against annual plan utilizing the FHP tool
- e. Assess and forecast flying hour requirements and articulate FY execution capability
- f. Timely identification and turn-in of unexecutable flying hours for redistribution
- g. Leverage rebalance opportunity through NAF/CCs with AFRC/A3 coordination

**Task 3 – Build and execute annual manning plan that will:**

- a. Follow specified guidance outlined in the annual HCM Strategy and Execution Procedures
- b. Audit UMD against assigned roster monthly and level unit manning by reducing overages and overgrades quarterly
- c. Advertise 100% of authorized vacancies within Human Capital Management (HCM) systems
- d. Work with Air Force Recruiting Service to target recruiting to vacancies
- e. Implement combat wing, including A-Staff, and Air Base Wing structure (as requirements become available) in coordination with NAF, AFRC and HAF standards
- f. Execute and uphold the AFRC standard promotion process IAW published parameters (fair, transparent, competency and skills based, repeatable and measurable)

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

- a. By month plan to execute RPA, AT, IDT, to meet readiness goals and accounting for potential Continuing Resolution (CR) operations validated with FM Tools
- b. Requirements organized into basic categories:
  1. Unit health (supports leadership team, UTM, UHM, UFPM, UDM)
  2. Long term orders (critical to mission and greater than 90 days)
  3. Exercises – supports unit participation in critical training events, AFFORGEN appropriate requirements and Readiness Evaluations

4. Other – unit discretion
5. Identify funds to support travel – O&M, RPA
- c. Clearly identified AMRT, AMRT 2, MTP requirements by name and unit
- d. Follow specified guidance outlined in the annual Strategic Financial Execution Procedures

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

- a. Direct each unit to detail (within annual training plan) UTA goals for AFSC upgrade training requirements
- b. Closely track progress and training record documentation each month for Airmen in the upgrade process and hold accountable leaders whose subordinates fail to progress
- c. Leverage HAF/AFRC developed applications/tools to gain readiness, training, manning, and financial awareness to improve or sustain readiness and resiliency
- d. Assess potential with emphasis on demonstrated technical skills, duty qualification status, training progress, required competencies and ability to execute in-garrison and deployed responsibilities commensurate with rank

**Desired End State:** Commanders and SELs have optimized all resources to ensure a ready force to meet directed AFFORGEN requirements with a continuous improvement plan in-place and supported by all members. Senior Leaders have a detailed, executable, and inspectable training plan to maximize combat capability and professional development. Members have an enhanced enterprise perspective with the ability to connect GPC initiatives with the current strategic environment. 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 and CCMs**

**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.). NAF command teams will establish combat wings where applicable, consistent with HAF guidance, and deliver ready Airmen through subsequent training, exercises and certification events. Commanders will encourage and provide support to subordinate units leveraging managed risk where necessary to meet the demands of a competitive strategic environment.

**Task 1 - Ensure units are mission ready and are properly resourced to fully support lead UTCs for subordinate organizations that will:**

- a. Identify required training capacity for formal schools/BMT/OTS, flying hours, manpower, and RPA funding to meet directed levels to optimize NAF resources to support units in the AFFORGEN Prepare and Certify phase
- b. Identify deficits or surplus resources and work with appropriate MAJCOM staff to reallocate resources when and where needed
- c. Identify and budget for joint training and exercise opportunities to integrate, elevate and synergize joint capabilities

- d. Prioritize resources for professional development opportunities
- e. Validate subordinate wings' implementation and execution of combat wings and Air Base Wing commands
- f. Work with AFRC and RE staff to realign and resource appropriate rank structure

**Task 2 - Validate unit readiness IAW AFFORGEN model force presentation to:**

- a. Ensure funding for exercises prioritizes units in the AFFORGEN Certify phase
- b. Coordinate wing certification process to meet AFFORGEN requirements with lead MAJCOM and HQ AFRC
- c. Provide guidance to subordinate units on prioritizing and resourcing development opportunities (quality balanced with quantity)
- d. Take risks in AFFORGEN Reset phase while prioritizing overlapping resource requirements throughout all phases and maintaining basic levels of readiness

**Task 3 – Monitor and report execution of critical resources to:**

- a. Evaluate ROI for resources expensed at unit level balancing resource expenditure against training and readiness needs
- b. Advertise 100% allocated FTE quota vacancies (AGR, ART, Civilian)
- c. Monitor and execute financial resources (RPA, O&M, AMRT, AMRT 2, MTP)
- d. Analyze Flying Hours execution (can be redistributed within NAF with AFRC/A3 coord; AFRC/A3 will redistribute across NAFs as required)
- e. Actively participate in Strategic Communications across the NAF

**Desired End State:** Commanders and CCMs make informed resourcing decisions balancing risk across wings and mission areas. Reform efforts enable and power agility and speed to deliver critical resources when and where needed in support of CW force structure and assigned missions. Senior Leaders ensure detailed annual wing training, manning, and financial plans are properly aligned and resourced. Commanders' teams and their staffs validate the readiness of subordinate units. Command Teams continue to communicate decisions and impacts in support of force structure changes and reoptimization efforts.

### **HQ AFRC, AF RE, and DRUs**

**Concept of Operation:** All HQ, RE and DRU staff will focus on rapid reform to empower and enable decision support and well-informed strategy implementation in support of the four foundational activities. Each functional leadership team has routine and recurring activities to support combat wing implementation and strategically align manpower and resources to generate ready and accessible combat power. Advancing these efforts should not adversely impact our priorities. Collaboration and reform will be the engine that drives success at every level of the organization and supports our foundational activities. 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, RE and DRU staffs are highly effective performers in our four foundational activities.

Four Foundational Activities are:

1. Generating Readiness – Employing Resources
2. Planning and Programming – Aligning Resources

3. Budgeting and Execution – Executing Resources
4. Human Capital Management – Balancing Resources

**Task 1 – AFR Combat Wing (CW) Implementation will include efforts to:**

- a. Collaborate within AFRC, AF/RE and NAF Command Teams to develop the CW implementation plan (IAW direction in WARNORD 2024-01, dated 22 July 2024). AFRC A5/8 has lead for the overall CW implementation effort to include assessment of staff and unit progress
- b. Organize CWs– led by AFRC A5/8 and informed by AFRC/A1; will identify gaps and re-align/program resources to support CW, A-Staff, and CCMD rotational requirements
- c. Train CWs– led by AFRC/A3 in coordination with FGC; will ensure compliance with TASKORD certification training and exercise requirements, CTG and track process for CW and A-Staff implementation
- d. Equip CWs – led by AFRC/A4; identify, allocate/re-allocate equipment to enable CW readiness. AFRC/A1 will track manpower vacancies and recruitment against CW AFSC requirements
- e. Assess – led by AFRC/IG; Establish criteria for CW readiness assessments and develop schedule and rubric with measurable criteria to assess readiness
- f. Surveil – led by AFRC/A1; Ensure relevant HCM principles were applied to the generation and presentation of AFR forces

**Task 2 – Effectively lead functional areas to:**

- a. Align HQ AFRC staff to effectively execute the four foundational activities of generate readiness, planning and programming, budgeting and execution, and human capital management through CPI event results
- b. Develop and implement mission-enabling enterprise control measures to maintain balance and accountability and set conditions for success at NAF and Wing level

**Task 3 – Develop and Implement Battle Rhythm for corporate processes that will:**

- a. Identify timelines 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 4 – Develop and Implement data informed process and decision support to:**

- a. Deliberately recruit, manage, train, upskill and retain high demand data professionals to deliver timely, relevant and state-of-the-art analytics
- b. Inculcate a data culture throughout the Reserve by initiating Wing Road Shows to demonstrate authoritative data access, AFR application tool use, role-based training and CI2 resources
- c. Develop strategies, processes, technologies and policy to govern data across its lifecycle, aligning activities with the DoD and the total force. Seek cross-functional cooperation, transparency, data sharing and near-real time update capability
- d. Modernize data infrastructure and increase utilization of new, trustworthy capabilities such as predictive analytics, machine learning, artificial intelligence and other digital applications to enhance decision making and operational performance

- e. Prioritize data, analytic and CI2 efforts focused on our foundational corporate strategies (Financial Management, Programming, Manpower, and Flying Hours) to gain efficiencies and integrate feedback mechanisms to evaluate decisions and measure impact

**Task 5 – Prioritize Human Capital Management and Manpower Resource Alignment that will:**

- a. Ensure manpower resources are optimized and aligned to AFR unit, AF, and Joint strategic priorities
- b. Outline and describe Officer and Enlisted professional development opportunities
- c. Assess efficacy of recruiting and retention initiatives and incentives
- d. Develop COAs to optimize the IMA portfolio against GPC mission. Collaborative effort led by AFRC/CCI (IAW direction in WARNORD 2024-01, dated 22 July 2024)
- e. Develop and execute ART, TR and AGR end strength strategy that considers CW implementation requirements at unit level, as well as HQ AFRC and AF/RE staff requirements, and desired AFR influence in outside organizations

**Desired End State:** Reformed HQ staffs and associated processes that enable agile, transparent allocation of resources and the ability to monitor in real time to adjust resources in response to the ever-shifting environment at the unit level. Collaborative staff efforts informing and aligning policy and programming with desired and measurable outcomes to support informed recommendations and create decision space for senior leaders. 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 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.

**AFR MAs/RAs/IMAs**

**Concept of Operation:** AFR Mobilization Assistants (MA), Reserve Advisors (RA) and Individual Mobilization Augmentees (IMA) are critical conduits for effective partnerships with the Active Component. MAs and RAs are trusted advocates for both AC leaders and for communicating AFR capabilities and concerns. We rely upon them to help maintain alignment of AFR forces with AC requirements while simultaneously representing AFR equities.

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

- a. Remain sync'd with RE and AFRC staffs through monthly MA meetings, quarterly written MA Feedback and the Strategic Communications SharePoint Repository
- b. Drive topics and discussion for effective Staff-to-Staff engagements
- c. Provide data, requirements, issues and concerns from your command to CAFR/CC prior to key leadership events

**Task 2 – (MA/RA) Align, synchronize, and advocate for AFR mission sets, personnel and capabilities that will:**

- a. Develop and maintain a high level of awareness of AFR capabilities, programming



actions, and emerging/divesting mission sets with particular emphasis on AFR initiatives driven by GPC reoptimization

- b. Present and vigorously defend AFR equities to our partners
- c. Educate Total Force partners on best practices for access and utilization of AFR members to leverage experience and expertise
- d. Assist CAFR with Reserve Allies and Partners Program (RAPP) initiatives as applicable

**Task 3 – (RA/IMA) Provide functional support for our IMAs to:**

- a. Provide functional expertise to AC unit and remain committed to professional development
- b. Inform and support Individual Reserve Portfolio Strategic Alignment and communicate changes to mission partners
- c. Assist with oversight of IMA performance, training and mentoring as needed
- d. Assist IMAs in overcoming obstacles to pay, readiness and service

**Task 4 – (IMA) Maintain readiness and responsiveness to include:**

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

**Desired End State:** MAs, RAs and IMAs are trusted and valued members of the staffs to which they are assigned. Consistent two-way communication ensures the AFR is best postured to meet the needs of MAJCOMs, CCMDs, and Agencies while also taking care of our Airmen and effectively applying our resources.

**Coordinating Instructions:**

CAFR/MAJCOM CC Quarterly: 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 continue to provide 90-day updates to synchronize and communicate across our diverse network.

Coordination across all stakeholders is essential to synchronizing and aligning AFR priorities. Staff activity is the primary driver in the development and execution of readiness, resourcing, and human capital management strategies. Senior leaders (all E-9/O-6's and above) should be familiar with AFR corporate processes and the forums (CUB, POM, FMB, RMC, etc.) utilized to execute and assess strategic priorities.

**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 has created a SharePoint for the collection and tracking of this TASKORD's deliverables.

1. NAF/Wing/Group/RIO CC/Squadron Senior Leadership/Command Teams and Command Directorate Leadership Teams will update existing execution plan to this TASKORD to define their expectations, methods of accountability and times of review
2. NAF/CCs will participate in Readiness Review forums one time per quarter, aligned with VCSAF readiness reviews. AFRC/CC will preside with HQ AFRC/A3 organizing and

- leading forums (Task Order efforts impact on unit readiness)
3. All elements of the TASKORD will be evaluated by IG Inspectors and POAs during/within established corporate processes, Unit Effectiveness Inspections (UEI) Capstones, Headquarters Inspections, On Site Visits, Continual Evaluations (CE), and Combat Readiness Inspections (CRI) in support of this TASKORD at every level of command
  4. The AF/RE-D, AFRC/CD, AF/RE MA and AFRC/CC MA will have primary responsibility for ensuring that the tasks herein are completed

**Acknowledgement Instructions:** All AFRC Wing and Wing equivalent commanders, and CCMs/SELs, NAF and ARPC commanders, and CCMs/SELs, AFRC/DS, AF/RE-D, FGC/CC, 367 RCG/CC, and RIO/CC and CCMs/SELs will report acknowledgement of this TASKORD at <https://usaf.dps.mil/sites/HQAFRC/CAFR/SitePages/TASKORD-Home.aspx> **NLT than 16 December 2024.** 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 Air Force Reserve/AFRC Commander

**DISTRIBUTION:** AF/RE, MAJCOM, NAFs, DRU, ARPC, RIO, Wing/Gp/Sq CCs, and CCMs/SELs, All Reserve Airmen (AGR, ART, CIV, TR, IMA, AFRC Assigned Airmen)