

FROM: Chief of Air Force Reserve/AFRC Commander

To: All AFR Personnel

SUBJECT: CAFR/MAJCOM Commander TASK Order #2023-01 (04 August 2023)

**Situation:**

There is little change from the initial situation that prompted TASKORD 22. Budget cycles continue to demand hard choices and tremendous change to build the Air Force the Nation Needs (AFNN). This has and will continue to be demonstrated in new missions, divestiture of legacy weapons systems or shifts across mission areas. Our MAJCOM continues to face challenges in the current and upcoming fiscal years – with little or no growth in top line budget authority, continuing resolutions, rebalancing RPA, and O&M funds to enable needed training, development, and re-missioning of some of our units. We still expect leaders at every level to build readiness while maintaining unwavering support of our individual Airmen. This past year has been productive, but we must continue our commitment to readiness, force development, and affecting positive change across the Air Force Reserve (AFR).

**Mission:**

**CC Intent:**

Our MAJCOM will focus on building a force that is combat ready to meet CCMD requirements. Our ability to do this is dependent on an available, committed, trained, and developed enlisted force. We will set conditions to successfully recruit and do everything possible to care for and retain those who are currently serving. We will place renewed emphasis on developing the enlisted 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. We will remain focused on reforming our organization, leveraging data to make informed decisions, and taking sensible risks. 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 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 AFR Airmen** (AGRs, civilians, TRs, ARTs, IMAs, AFRC assigned Airmen)

**Concept of Operations:** All assigned personnel must maintain basic readiness and remain in compliance with the designated AFFORGEN Certify Phase. All Airmen must actively engage in generating personal and unit readiness with 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. Every Airman owns their readiness and will work diligently to be an effective warfighting element within their unit.

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

- a. AFSC proficiency → including timely upgrade training
- b. Medical readiness
- c. Ready Airman Training (RAT) currency
- d. Physical fitness prepared for combat, including fitness assessment currency
- e. Professional Development (PME, CBTs, Official/ Unofficial courses)

### **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 and remain in compliance with the designated AFFORGEN Certify Phase. Every Airman 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 ensure unit cohesiveness, cultivate a combat mentality, and develop Airmen prepared for any conflict. Future conflicts will require 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 in support of the National Defense Strategy and the National Military Strategy.

### **Task 1 – Build a ready force**

- a. Fully manned – all vacancies advertised, persistently recruiting
- b. Fully trained force – AFSC, UTC, and RAT proficient
- c. Equipped for Combat – all required equipment ready to deploy
- d. Ready to mobilize – medically ready, combat fit
- e. Readiness validated – verified capabilities in The Inspection System's EX10 Readiness Exercises
- f. Professionally developed force – 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 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. Identify and address gaps in professional development through available and locally sourced resources

### **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 led by strong command teams are fully manned with warfighters equipped for combat and ready to mobilize. Commanders have built a ready force optimized to support the XAB and AFFORGEN model, developed assigned Airmen, and prioritized resiliency. Units will ensure professional development of all members to enhance mission understanding and execution and identify opportunities to integrate with Total Force partners. Educate RegAF partners on best practices for access and utilization of AFR members to leverage experience and expertise in support of the Joint Warfighting Concept.

### **Wing CCs/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, 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, planning factors, and clear expectations of performance. Commanders should prioritize lead UTC manning and units in the AFFORGEN 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 include:**

- a. All required exercise participation to include EX10 Readiness Exercises (#participants, funding required, objectives)
- b. UTA schedule with attention to training objectives and professional development
- c. Deliberate plan to utilize all AT for assigned members
- d. Collaborative training opportunities across NAF's, reinforcing interoperability & capacity
- e. Prioritize, leverage, and resource professional development across the enterprise using existing and locally sourced opportunities

#### **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
- d. Track and measure execution against annual plan, utilizing the FHP tool

#### **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 HCM systems
- d. Work w/Air Force Recruiting Service to target recruiting to vacancies
- e. Audit UMD against assigned roster monthly
- f. Follow specified guidance outlined in the annual Human Capital Management Strategy and Execution Procedures

#### **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:

- i. Unit health (supports leadership team, UTM, UHM, UFPM, UDM)
- ii. Long term orders (critical to mission, and greater than 90 days)
- iii. Exercises – supports unit participation in critical training events and [Readiness Evaluations](#)
- iv. Other – unit discretion
- v. Identify funds to support travel – O&M, RPA
- vi. [AMRT, AMRT 2](#), MTP clearly identified by name and unit
- c. [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/certification training:**

- a. Direct each unit to detail (within annual training plan) UTA goals for [AFSC upgrade training requirements](#)
- b. Each month, closely track progress and training record documentation for Airmen in the upgrade process
- c. [Leverage HAF/AFRC developed applications/tools to gain readiness, training, manning, and financial awareness to improve or sustain readiness and resiliency](#)
- d. [Promotion – execute standardized processes](#)

**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. All Airmen are supported and cared for, and reform efforts focused 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 standards for wings moving into the AFFORGEN Certify Phase and will look across wings for training requirements and professional development opportunities to align efforts and mitigate shortfalls.

**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 AFFORGEN 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 opportunities to integrate, elevate, and synergize joint capabilities](#)
- d. [Prioritize resources for professional development opportunities](#)

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

- a. Ensure funding for exercises prioritizes those units in the [AFFORGEN Certify Phase](#).
- b. [In coordination with Lead MAJCOM and HQ AFRC, develop wing certification process to meet AFFORGEN requirements](#)

- c. Provide guidance to subordinate units on prioritizing and resourcing development opportunities (quality balanced with quantity)
- d. Take risks in AFFORGEN 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. Where applicable, NAF leaders should utilize objective criteria to assess return on investment.

- a. 100% FTE vacancies advertised (AGR, Civilian, ARTs)
- b. Financial resources (RPA, O&M, AMRT, AMRT 2, MTP)
- c. Flying Hours
- d. 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. NAFs will reform efforts to enable and power agility and speed to deliver critical resources when needed. Senior Leaders ensure detailed annual wing training, manning, and financial plans are properly aligned and resourced. Commander's teams and their staffs validate the readiness of subordinate units.

### **HQ AFRC/HAF RE/DRUs**

**Concept of Operations:** All HQ staff will focus on rapid reform to empower and enable exquisite decision support and well-informed strategy implementation. Each functional leadership team has routine and recurring requirements 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. 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 are:

1. Programming
2. Financial Management
3. Human Capital Management

### **Task 1 – Effectively lead functional areas**

- a. Develop and implement mission-enabling enterprise control measures
- b. Advance AFR 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 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 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 **consistent** data sharing

**Desired End State:** A reformed HQ staff 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. 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 Operations:** 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
- c. **Remain sync’d with RE and AFRC staffs through monthly MA sync meetings, quarterly written MA Feedback and the Strategic Communications SharePoint Repository**

### **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
- c. Educate TF partners on methods and requirements to assure access to AFR members

### **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. Provide surge capacity when required

**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 continue to provide 90-day focus directives to synchronize and communicate across our diverse network.

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

1. Task Order OPT and the IG Task Order Evaluation Team will develop specified metrics where appropriate for assigned tasks and publish NLT 1 Oct 23.
2. 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.
3. NAF/CCs will participate in Readiness Review forums at least three times per year, aligned with VCSAF readiness reviews. AFRC/CC will preside with HQ AFRC/A3 organizing and leading forums (Task Order efforts impact on unit readiness).
4. All elements of the TASKORD will be evaluated during UEI Capstones, Headquarters Inspections, On Site Visits, CEs, and Readiness Exercise Validations in support of this TASKORD at every level of command.
5. The AFRC/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, 367RCG/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 11 Sep 23. 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, and CCMs/SELs, All Reserve Airmen (TR, AGR, ART, IMA, CIV)





**DEPARTMENT OF THE AIR FORCE  
AIR FORCE RESERVE COMMAND**



31 July 2023

**MEMORANDUM FOR COMMANDERS  
COMMAND CHIEFS  
ALL DIRECTORS**

**FROM: AFRC/CC  
555 Robins Parkway  
Robins AFB GA 31098-2005**

**SUBJECT: FY23 Air Force Reserve (AFR) Enlisted Force Development (EFD) Strategy**

1. **SITUATION.** Current conditions require the Air Force Reserve to prioritize the recruitment, retention, and development of a ready and resilient force to maintain the advantage against peer competitors, while transforming to meet the threats of tomorrow and build the Air Force Reserve the nation needs. The command must improve the way we develop, assess performance, evaluate promotion readiness, provide effective feedback, manage talent, and foster long-term growth and retention of the enlisted force. The need to advance, coupled with renewed focus on a command-wide Enlisted Development and Force Management strategy, serve to increase retention of highly qualified Airmen, increase organizational performance and talent management. Through close collaboration, the MAJCOM and staffs will ensure we are successful to recruit, develop, and retain Airmen with the attributes required to compete, deter, and win in the high-end fight.

2. **MISSION.** Air Force Reserve will identify performance gaps and reform enlisted promotion, personnel and talent management systems to enhance EFD. Develop and implement strategy that identify required attributes and institute policies and programs to capitalize on the experience and capabilities within echelons. Commanders, Command Chiefs, Senior Enlisted Leaders and supervisors at every level will provide effective individual feedback and be held accountable in the life-cycle development of Airmen. Align AFR policy to ensure a transparent promotion process and deliberate talent management to foster resiliency, ensure readiness and boost retention.

3. **EXECUTION.** The AFR EFD Strategy will be executed with the following Lines of Effort which are aligned with the CSAF Action Orders and the CAFR's Enterprise Strategy:

- a. **LOE 1 – Build Combat Ready Airmen**
  - i. Update UMDs against manpower and UTC standards, ensuring optimized force mix across AFSCs; recruit to mission requirements and identified gaps
  - ii. Equip and educate Airmen on available tools/metrics to steer effectiveness and increase individual readiness
  - iii. Learning centered Force Development connecting Airmen's training, education,

- and experiences to succeed in complex, multi-domain environments
- iv. Identify, plan, and prioritize joint force training opportunities to support AFFORGEN cycles and increase AFSC/UTC Duty Mission Capability rates
- b. LOE 2 – Deliberate Talent Management
- i. Re-align distance learning curriculum to meet Total Force leadership development objectives leveraging strategic partnerships to meet NDS/NMS direction
  - ii. Design and implement a AFR force development continuum to retain experience and increase capabilities to support life-cycle development across all statuses
  - iii. Develop a competency-based performance model for Enlisted personnel, aligned with Airman Leadership Qualities, to enhance essential attributes and skills at all grades
  - iv. Program and budget for increased requests for in-residence Professional Military Education allocations
- c. LOE 3 – Accountability and Standards
- i. Establish standardized AFR key indicators to consistently evaluate SEL performance and close unit performance gaps
  - ii. Revamp AFR Enlisted promotion process: Objective evaluation against DAF standards and competencies, that is transparent and timely
  - iii. Enhance promotion processes and procedures for SNCOs to meet DAF promotion readiness (mission and professional) expectations

4. COMMAND and CONTROL. The AFRC Command Chief will have primary responsibility for defining AFR EFD strategy and leading this strategic effort. Through collaboration with NAF, wing, and staff stakeholders, a phased plan and approach, grounded in data analytics, will be published no later than 1 November 23.



JOHN P. HEALY  
Lieutenant General, USAF  
Commander