

DEPARTMENT OF THE AIR FORCE  
PRESENTATION TO THE SUBCOMMITTEE ON MILITARY PERSONNEL  
COMMITTEE ON ARMED SERVICES  
UNITED STATES HOUSE OF REPRESENTATIVES

SUBJECT: AIR FORCE MILITARY PERSONNEL BUDGET OVERVIEW

STATEMENT OF: LIEUTENANT GENERAL RICHARD Y. NEWTON, III  
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## **INTRODUCTION**

Today's strategic environment features a complex landscape of global actors and events that have far reaching implications. Within this landscape, our Air Force is answering those challenges and opportunities through our ability to think and act globally; providing unrivaled global positioning, navigation and timing through advanced space infrastructure; streaming video of the battleground to troops on the ground through Intelligence, Surveillance and Reconnaissance (ISR) assets; and, many more capabilities as part of the Joint team. Airmen are our focal point for providing the critical capabilities that the Air Force contributes for winning today's fight. And, while the Air Force has innovative technologies and equipment, it is the hard work of our dedicated men and women in uniform and civilians that underscores our success.

The Air Force is focused on five priorities: reinvigorating the Air Force nuclear enterprise; partnering with the Joint and Coalition teams to win today's fight; developing and caring for Airmen and their families; modernizing our Air and Space inventories, organizations, and training; and recapturing acquisition excellence. Airmen are prominently featured in each priority; our proposed end strength, recruiting and retention efforts, force development, initiatives to care for Airmen and their families; and strategic roadmap is focused toward these priorities. Our Airmen are critical to mission success.

## **END STRENGTH**

In the FY 2010 PB, our programmed Active Duty end strength is 331,700 starting in FY10 and increasing to 332,800 from FY12 through FY15. Our programmed civilian end strength is 179,152 starting in FY10, growing to 193,840 by FY15. Programmed Air Force Reserve end strength is 69,500 in FY10, increasing to 72,100 in FY13 through FY15, while Air National Guard end strength is 106,700 in FY10 through FY15. Increases in Air Force Active Duty, civilian and Reserve end strength are due to both new and emerging missions, as well as the need to robust existing missions.

In the FY10 PB, the Air Force funded 2,500 military positions to establish an Air Force Global Strike Command and support Nuclear Enterprise capabilities, as well as 400 military positions to establish a Cyber Numbered Air Force. We also funded 1,000 military positions to operate Project Liberty and 600 military and civilian positions starting in FY10, increasing to 1,000 positions by FY13 through FY15 to

support enhanced Irregular Warfare capabilities. To support new and emerging missions for Air Force Special Operations Command, Air Force funded 500 military positions starting in FY10, growing to 2,200 by FY15. To increase MQ-1 Predator, MQ-9 Reaper, and Distributed Common Ground Systems operational capability to 50 Combat Air Patrols, we funded 4,100 military positions. The FY10 budget also funds 2,700 military positions to support aircraft maintenance capability. In efforts to achieve Acquisition Excellence, we funded 500 military and civilian positions starting in FY10, increasing to 2,100 positions by FY13 through FY15. The Air Force increased Defense Health Program military positions by 1,700 starting in FY10, growing to 2,800 positions by FY12 through FY15 to reverse planned medical service military-to-civilian conversions. Additionally, we funded 1,200 civilian administrators for Squadron Commanders' Support Staff. Finally, the FY10 budget includes 2,500 civilian positions starting in FY10, increasing to approximately 14,000 positions from FY13 through FY15 to conduct contractor-to-civilian in-sourcing.

<b>FY09 President's Budget</b>	FY09	By FY13
Active Duty	316,600	316,600
Civilian	171,313	172,412
Reserve	67,400	67,700
Guard	106,700	106,700

<b>As of 31 March 2009:</b>	Actual End Strength	Officers	Enlisted	Civilians	Cadets
Active Duty	330,610	64,313	261,886	162,526	4,411
Reserve	66,150	14,533	51,617		
Guard	108,548	14,234	94,314		

<b>FY10 President's Budget (programmed)</b>	Beginning FY10	FY15
Active Duty	331,700	332,800 from FY12 through FY15*
Civilian	179,152	Increasing to 193,840 by FY15*
Reserve	69,500	Increasing to 72,100 in FY13-FY15*
Guard	106,700	106,700

\*Increases due to new and emerging missions & need to robust existing missions

## **RECRUITING**

The growth in end strength goes hand-in-hand with an increase in our recruiting efforts...and it goes beyond finding the right numbers. We must also ensure the right quality and right skills are present in potential candidates so they can effectively perform and support the Air Force's diverse & essential missions.

One factor that can positively or negatively impact recruiting is the economy. Although the worsening economy has increased the number of walk-in prospects, there continues to be a national decline in the quality of the target demographic. Today, only 27% of the American youth population between the ages of 17 and 24 are qualified for military service (Woods & Pooles, 2006). Consequentially, we must

apply a rigorous selection criteria to potential recruits in order to effectively match future Airman skills and attributes with our essential combat requirements.

Our recruiting force continues to achieve the enlisted accession mission admirably despite the challenges which include increasing the number of recruits, the decline in eligible population, and a decline in the number of recruiters and recruiting resources. Since 2000, the Air Force enlisted 288,583 Airmen towards a goal of 285,059 for 101% mission accomplishment. To date in FY09, we are on track to meeting our Total Force (Active, Guard and Reserve) enlisted accession goals.

The Air Force Recruiting Service has also had 100% success at filling every enlisted recruit requirement for physically demanding and highly skilled “hard-to-fill” jobs since 2001. Congressional assistance, coupled with recruiters’ hard work, allowed us to continue to meet all requirements for Combat Controller; Para-rescue; Tactical Air Control Party; Explosive Ordnance Disposal; Security Forces; Linguist; and Survival, Evasion, Resistance, and Escape instructors. Recruits who choose to enter these career fields are offered an Initial Enlistment Bonus ranging from \$2,000 to \$13,000, depending on the career specialty and term of enlistment. These are the only fields offering enlistment bonuses for FY09.

We achieved mission goals in our line officer accession programs, but we continue to struggle in the area of health professions. For FY09, the line officer active-duty requirement is 3,459, which we are on track to achieve. In the health professions, we recruited 15 doctors for FY09 (12.7% of requirement), 14 dentists (66.7%), 136 nurses (49.5%), 65 biomedical scientists (19%), and 35 medical administrators (100%). Considerable challenges exist for attracting candidates from the private sector. Therefore, we’ve implemented a long-term “grow our own” strategy by offering more medical school scholarships in student-based markets. We have 449 available scholarships with 203 are already committed (45.2%). With Spring medical school acceptance letters yet to be released from most institutions, we are on target for this year.

## **RETENTION**

We are also on track toward meeting our priorities because we continue to invest in retaining the high caliber men and women who we recruited, trained and developed. While the Active Duty enlisted retention rate finished below our FY08 goal, we achieved success in all other sectors of retention, meeting or

exceeding aggregate retention goals in our Active Duty officer corps and in our Air National Guard and Air Force Reserve forces. This positive trend has continued into FY09. At the end of the 2nd quarter, all components were trending to meet or exceed goals. However, this slight upward trend masks retention concerns with some of our stressed specialties that continue to experience significant shortfalls. We will continue to rely heavily on bonuses and quality of life initiatives to resolve these shortages.

While retention is strong among the officer corps, we continue to monitor specific areas of concern among the Health Professionals, Control & Recovery, and Contracting fields, and have implemented action plans to meet retention goals. An additional \$65M in medical bonuses (targeted to physicians, nurses, dentists and biomedical specialists) and a new Control & Recovery Critical Skills Retention Bonus (CSRB) was approved to address FY09 challenges. A similar CSRB for contracting officers is in coordination.

The Air Force's ability to retain experienced healthcare personnel past their initial commitment has declined, compounding our recruiting challenges. Retention at the 10-year point is ~27% for physicians, ~40% for dentists, ~31% for nurses, ~33% for biomedical sciences officers and ~64% for administrators. Air Force continues to develop accession and retention incentives to ensure the right mix of health professionals.

After finishing below FY08 goals for the enlisted force, we began showing positive retention trends across all three zones. We are, however, still slightly below goal in Zones A (17 months through 6 years of service (YOS)) and C (10 through 14 YOS). The Selective Reenlistment Bonus (SRB) continues to be our most effective monetary retention tool, an avenue made possible by the strong support of Congress. SRB funding budgeted for FY09 and requested for inclusion in FY10 through FY15 budgets is sufficient to address current retention concerns, and grade and skill imbalances. Through that funding, the Air Force is well-positioned to meet FY09 retention goals and ensure we retain the right Airmen, with the right skills, at the right time to meet our expeditionary requirements.

## **FORCE DEVELOPMENT**

The Air Force's commitment to developing our people is an important non-monetary retention tool that pays dividends not only for Airmen, but for the Air Force's ability to manage its Human Capital and

meet the needs of the Joint environment. Force Development (FD) has evolved from a concept, to the way we grow Airmen using a set of educational, training and experiential development tools.

Our newest efforts have been to establish processes for continually ensuring FD meets current and future mission requirements. This year, we chartered FD panels, comprised of senior leaders, to review our developmental processes to ensure they describe requirements, align programs, and link investments with outcomes. We also established two panels to synchronize force development: the Air Force Learning Committee and Expeditionary Skills Senior Review Group. These groups serve as forums to vet potential changes to our institutional development programs, such as the requirement to increase nuclear content within professional military education forums.

We are working to holistically review officer, enlisted and civilian developmental education programs to ensure a logical, efficient and effective continuum to build Air Force, Joint leaders now and for the future. Specifically, we're focused on invigorating Air Force mission areas such as cyber, nuclear and acquisitions through institutional education programs such as professional military education, fellowships, internships and advanced academic degrees.

Finally, we recognize our Total Force Airmen must be cross-culturally competent and capable of employing cultural, regional, foreign language, and negotiation skills sets anywhere in the world. To this end, the CSAF recently approved the Culture, Region, and Language Flight Plan, providing a framework to expand and employ cross-cultural capacity within the Air Force.

## **CARING FOR AIRMEN**

Airmen can focus on the mission when they have positive ways to rejuvenate from stress and know their families are safe and secure. We are indeed committed to taking care of Airmen and their families.

We have a solemn obligation to provide care and assistance for seriously wounded, injured or ill Airmen. The Air Force Mortuary Affairs Operation at Dover Air Force Base was activated as part of our expanded Warrior and Survivor Care program. This organization combines all Air Force Services Agency mortuary capabilities with Dover Port Mortuary to enhance shared expertise and information and provide effective and efficient services to families of our fallen members.

The Family Liaison Officers extend support to families of the fallen and combat-wounded Airmen, as well as to families of *all* seriously-injured Airmen who are receiving medical treatment away from their home unit. Family Liaison Officers provide a wide variety of assistance including local transportation, lodging arrangements, assistance with benefits, and referral to various agencies available to assist wounded, ill, and injured members, their families, and families of the fallen.

Last year, we began the Air Force Recovery Care Coordinator program to be the single point of contact to assist seriously injured, ill, and wounded Airmen through the non-clinical aspects of their recovery. Our Recovery Care Coordinators work directly with hospitalized Airmen to develop individualized recovery plans that contain goals and a record of non-clinical assistance provided to our Airmen.

Our Air Force Wounded Warrior Program staff keeps in contact with our medically-retired wounded Airmen for a minimum of five years and provides a wide-range of assistance, including employment and benefits counseling and referral to a variety of agencies designed to assist wounded veterans. New Air Force policies offer opportunities for them to regain a career path with the Air Force, compete for promotions, and receive priority retraining opportunities if they are no longer qualified in their Air Force Specialty Code. For wounded Airmen with disability ratings of 30 percent or greater and who elect medical retirement or can no longer stay because of their wounds, the Air Force will facilitate offers of civil service positions.

## **CARING FOR FAMILIES**

Air Force families lead challenging lives that include multiple deployments and frequent relocations, in addition to normal life stressors. Readily available, quality and affordable child care and youth programs continue to be a workforce issue with direct impact on mission readiness.

Over the past year, we tackled important issues for Air Force families, including expanding child care capacity, increasing child care support for Guard and Reserve families, improving financial readiness, and providing opportunities for children of Airmen whether they reside on military installations or in civilian communities throughout the United States.

We continued to increase available, affordable, quality child care spaces for Airmen. Thanks to the temporary legislative authority for child care projects, the “Growing Child Care Spaces” initiative funded 18 minor construction projects to increase available child care by 1,242 spaces. Seven additional Military Construction projects were approved, which will further increase child care spaces by 1,718. We funded 7 additional facilities through the economic stimulus package and will produce 836 more spaces as a result. When all funded construction is complete, our known child care space deficit will be eliminated. Our next challenge will be to renovate or replace the aging infrastructure at child development and youth centers.

The Air Force leans forward to assist Airmen who need additional child care during changing shifts or extended duty days. The Air Force Expanded Child Care program provides 16,000 hours of child care each month during non-traditional hours at no cost to the military member.

During 2008, we expanded the Air Force Home Community Care program to provide free in-home quality child care during scheduled drill weekends, which reduced out-of-pocket expenses for Air Reserve and Air National Guard members. This program offers the same level of quality child care as is available on military installations. The program includes 43 participating family child care homes in 36 locations typically isolated from active duty bases.

## **STRATEGIC INITIATIVES**

There are several strategic initiatives on the horizon to increase the Air Force’s ability to develop and care for Airmen and provide increased fiscal stewardship. We are completing a comprehensive review of our Voluntary Education Program, includes Military Tuition Assistance (Mil TA) policy, to ensure we have a strategic vision that links Voluntary Education with the Air Force's overarching Force Development (FD) construct. We are partnering with the Office of the Secretary of Defense and other services to ensure Mil TA policy is consistently applied, ultimately ensuring appropriate stewardship of limited Mil TA funds.

We are leveraging information technology to enhance and standardize AF-wide Force Development. Our “next big thing” is to ensure our Information Technology (IT) tools continuously assess and close the gap between today’s, and tomorrow’s, human capital inventory and our mission requirements. We owe Airmen, supervisors, mentors, Career Field Managers, and Development Teams an integrated suite of FD IT

tools that provides them with actionable information. In place of static career pyramids or planning diagrams, we are moving towards a dynamic, web-based Career Path Tool. Online forums for mentoring and sharing career field updates are gaining momentum, and officer and civilian modules are already in development. Our officer Development Teams are using more precise tools for vectoring and making school selections.

We recently completed a groundbreaking research project to measure performance of services-specific programs and activities and gain insight into how Airmen define quality of life and their perceptions regarding overall wellness as it relates to their jobs, compensation, family, and leisure activities. While the research findings confirmed we are doing a good job of taking care of Airmen, the food service programs were considered our weakest area. This validated our earlier selection of food service transformation as an important strategic initiative, which will take advantage of cutting-edge models of leading college, university, and corporate campuses to improve food quality, variety, and nutritious value; increase efficiency; maintain our organic war-fighting food service capability; and save money.

## **CONCLUSION**

The Air Force is leaning forward and focused on our top five priorities. Airmen are critical to successful operations at home-station and in executing Joint and Coalition missions around the world. Congress' continued support of our initiatives to attract, develop and sustain talented and diverse Airmen and their families is mission-essential. Our efforts to effectively manage end strength, and to recruit and retain, train, develop and care for Airmen and their families will enable our Air Force to "*fly, fight and win...in air, space and cyberspace.*" We greatly appreciate your unfailing support to the men and women of our great Air Force.

Thank you. I look forward to your questions.