

# ***Headquarters U.S. Air Force***

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*Integrity - Service - Excellence*

## **Deputy Chief of Staff for Manpower, Personnel, and Services**



**Lt Gen Gina Grosso  
AF/A1**

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- **A1 Enterprise & Strategy**
  - **Current Ops**
  - **Enhancing Human Performance/Readiness**
  - **My Leadership Philosophy**





# Talent Management Life Cycle

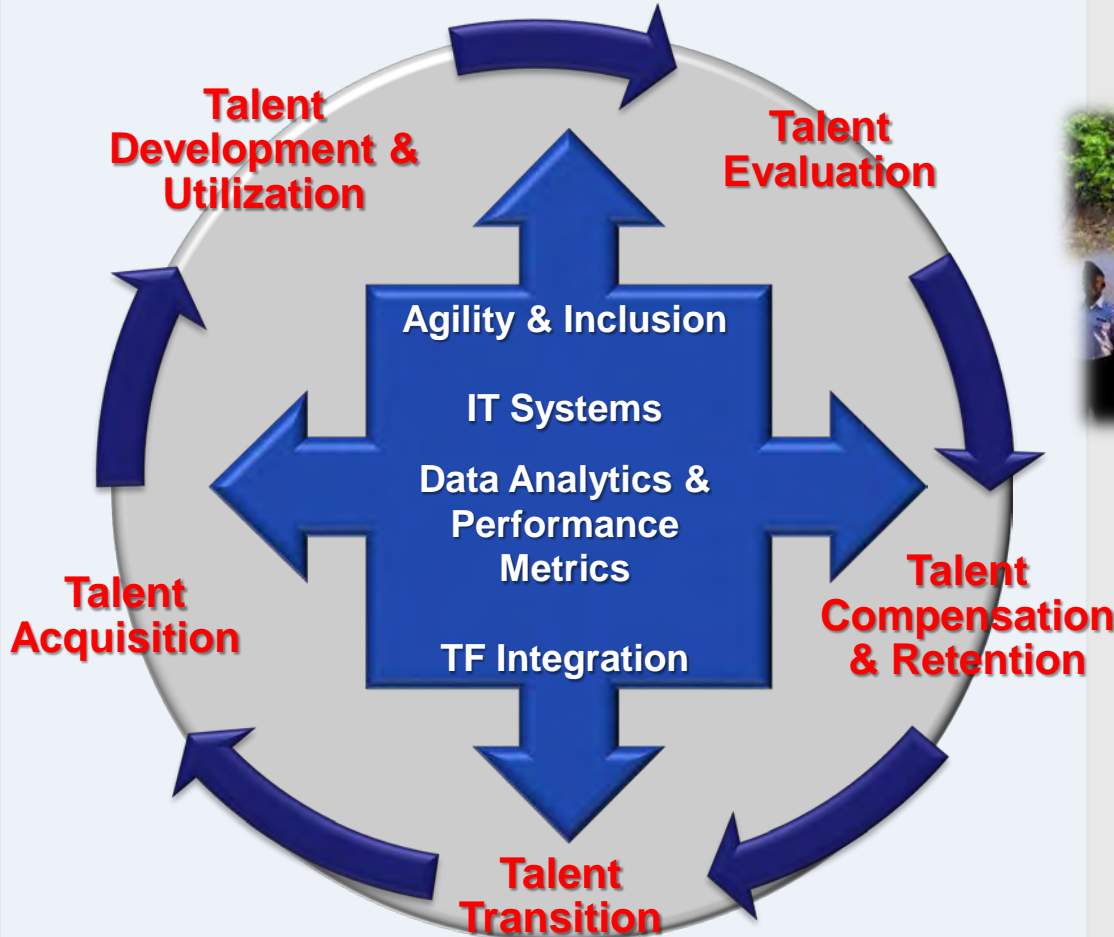
## Input

## Throughput

## Output



National, defense, and AF strategies drive **Talent Planning**



Unrivaled Airpower to meet strategic demands

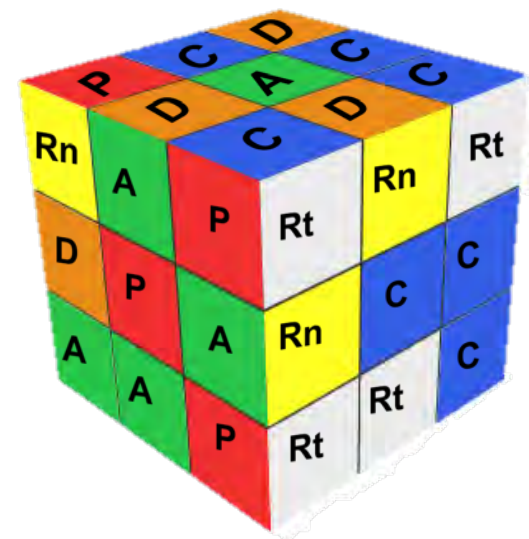
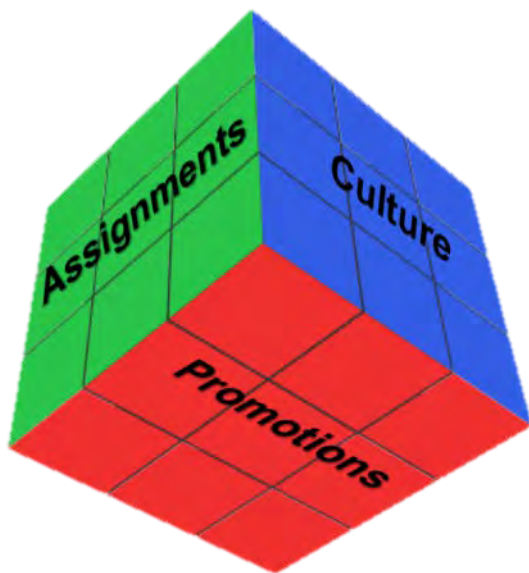


**Human Capital + Platforms = Capabilities for the Joint Fight**



# Our Strategy: Developing an Agile and Inclusive System

- Each aspect of the Human Resource system is interdependent
- An adjustment to any one aspect results in an effect to all others
- Unlike the original Rubik's Cube, the goal is not to match the colors, but to find the right “tailored” balance

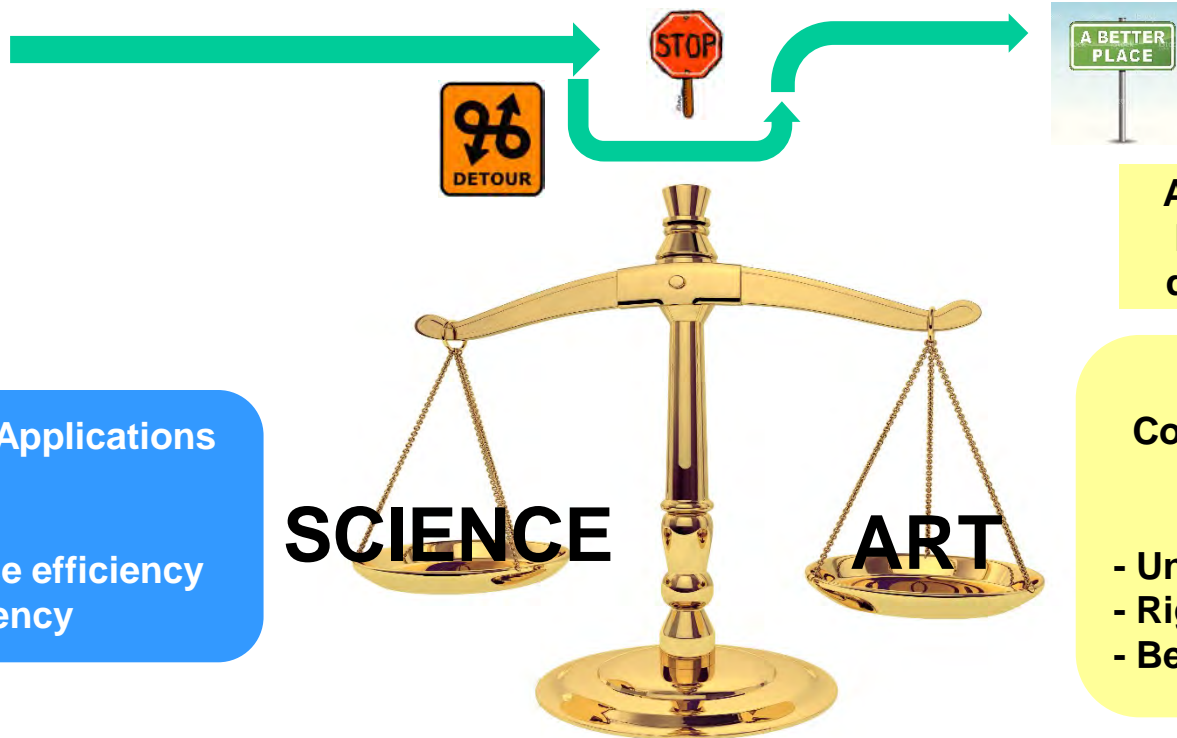


Underpinning the strategy is developing an *agile and inclusive system* to move us from managing our people to fit within our system, to managing our systems to fit our people and requirements



# Managing Talent Balancing Art & Science

**RIGHT PERSON, RIGHT PLACE, RIGHT TIME**



## Science Applications

- Volume
- Resource efficiency
- Consistency

**Art is knowing when, how, and for who to deviate from Equity?**

## Commander Considerations in "Art" Application

- Understand Big Picture
- Right for Airman and AF
- Be able to own the input

**EQUITY**

- LIMITED RESOURCES
- LIMITED OPPORTUNITIES
- LIMITED TIME



# Talent Management Initiatives

## ■ Assignments

- Currently testing a matching algorithm to increase system transparency, personal preferences, and qualitative attributes

## ■ Career Intermission Program (CIP)

- Allows personnel flexibility to “freeze” career with 2 year ADSC for every 1 year CIP

## ■ Officer Evaluations

- Researching officer evaluation system options
  - Static Closeout Dates, Stratifications, PRFs



**THE MATCH**  
NATIONAL RESIDENT MATCHING PROGRAM®





# *Officer Development*

- **AY2017 policy change allowing for DE Declination**
  - **Previous policy: “All selects must go to school”**
    - **7-day opts resulted in loss of ~50 officers per year**
  - **New Policy: Officer may decline Developmental Education without prejudice**
  - **Allows for professional and personal flexibilities**
- **Officer declining from a wide spread of AFSCs and programs**
  - **85 Declinations:**
    - **45 IDE – 16% completed via DL**
    - **40 SDE – 70% completed via DL**



***Increasing Agility and Retaining Talent***

*Breaking Barriers ... Since 1947*



# *Enlisted Evaluation System*

## *Forced Distribution and Stratification*

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### ■ **Purpose:**

- Elevate the importance of **Airmen performance**
- Restrict number of top promotion recommendations on E-4 thru E-6 evals
- Restrict Senior Rater endorsement/stratification on SNCO evals

### ■ **Results Thus Far:**

- Forced Distribution: Delineate exemplary performers from majority of Airmen – majority with Promote Nows & Must Promotes got promoted; those w/ Promotes still in game
- Restricted Stratification:
  - 16E8 - Senior Raters can stratify 10%--14.8% stratified
  - 16E9 - Senior Raters can stratify 20%--28.2% stratified

### ■ **Major Changes:**

- Forced Distributors or Enlisted Forced Distribution Panel review records & allocate ratings
- Automated system; projected delivery of the fully tested capability in 2017
- Revised AFI 36-2406 released 8 Nov 2016





# Enlisted Evaluation System Results

**16E7 Results:** 5,019 selected of 21,504 eligible Promotion Rate: 23.3%

	% Eligible	% of Selects	Rate
Promote Now	6%	25%	90% (1,233)
Must Promote	11%	35%	75% (1,739)
Promote	80%	40%	12% (2,049)

**16E6 Results:** 7,501 selected of 33,569 eligible Promotion Rate: 22.3%

	% Eligible	% of Selects	Rate
Promote Now	6.2%	27%	97.5% (2,020)
Must Promote	11%	31%	63.5% (2,348)
Promote	80%	42%	11.6% (3,133)

**16E5 Results:** 16,506 selected of 39,064 eligible Promotion Rate: 42.25%

	% Eligible	% of Selects	Rate
Promote Now	6%	14%	98.6% (2,318)
Must Promote	17%	35%	88.2% (5,762)
Promote	74%	51%	29.1% (8,426)

***New system is working as expected; exemplary Airmen with PNs and MPs are getting promoted and quality Airmen with Ps are competitive***



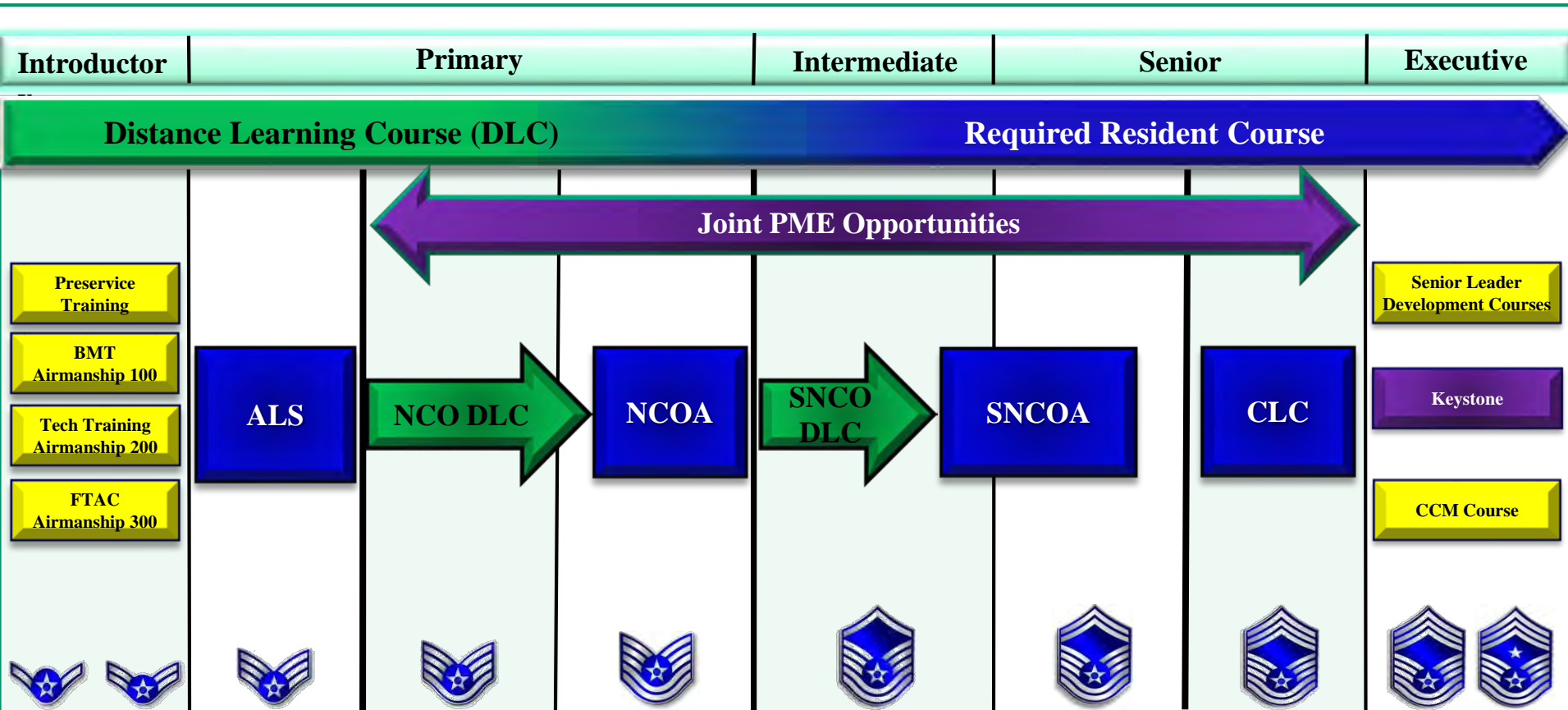
# ***EPME Updates***

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- **EPME Redesign: 3 Major Changes**
  - **100% resident opportunity for all Airmen**
  - **Distance Learning courses are prerequisites**
  - **Time in Service (TIS) gates removed, now rank-based**
- **Supports CSAF Focus Area 1 & 2**
  - **Flexibility in Distance Learning allows for mission focus, work/life balance, and Airman's Time**
- **Unit leadership is key in the success of this rollout**
  - **Although Airmen have flexibility to complete Distance Learning (DLC) when it's best for them, expectation is NCO DLC completed as a SSgt; SNCO DLC completed as a MSgt**
  - **This ensures Airmen are ready for resident course upon promotion to TSgt (NCOA) and SMSgt (SNCOA)**



# EPME Continuum of Learning (CoL)



Airmanship & Leader Development Courses
DL Courses (DLC): Prerequisite for Resident Course
ALS, NCOA, SNCOA, CLC: Completion required for SSgt, MSgt, and CMSgt promotion
Joint PME



# ***New Beginnings: Civilian Performance Management***

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## **■ Background**

- **NDA 2010/12: Directed a new DoD-wide civilian performance management system**
- **Implements a standardized automated performance appraisal tool**
- **3-level rating pattern with clearly developed objectives linked to organizational goals (emphasis on continual feedback)**

## **■ Successes**

- **1 April 2017– AF Implementation of DPMAP - Approx. 130K civilians covered**
  - **Excludes Lab/Acquisition Demo, DCIPS, SES**

## **■ Challenges**

- **All but five bases have converted due to ongoing labor negotiations**
- **These include Davis Monthan, Elmendorf, Hanscom, Los Angeles, and Luke**

## **■ Way Ahead**

- **Release of Awards DoDI**



# Question

- From a people perspective, what is the United States' greatest advantage?







# *Diverse Definition of Diversity*

- **Diversity: what makes us unique per AFI 36-7001**
- **Air Force diversity includes but is not limited to:**
  - Personal life experiences
  - Geographic background
  - Socioeconomic background
  - Cultural knowledge
  - Educational background
  - Work background
  - Language abilities
  - Physical abilities
  - Philosophical and spiritual perspectives
  - Age, race, ethnicity, and gender





# A Unique Opportunity

Imagine the cultural difference between someone from Madrid and someone from Moscow. Or Dublin and Damascus...

What about the difference between Airmen from Oregon and Orlando? So Cal and the U.P.?



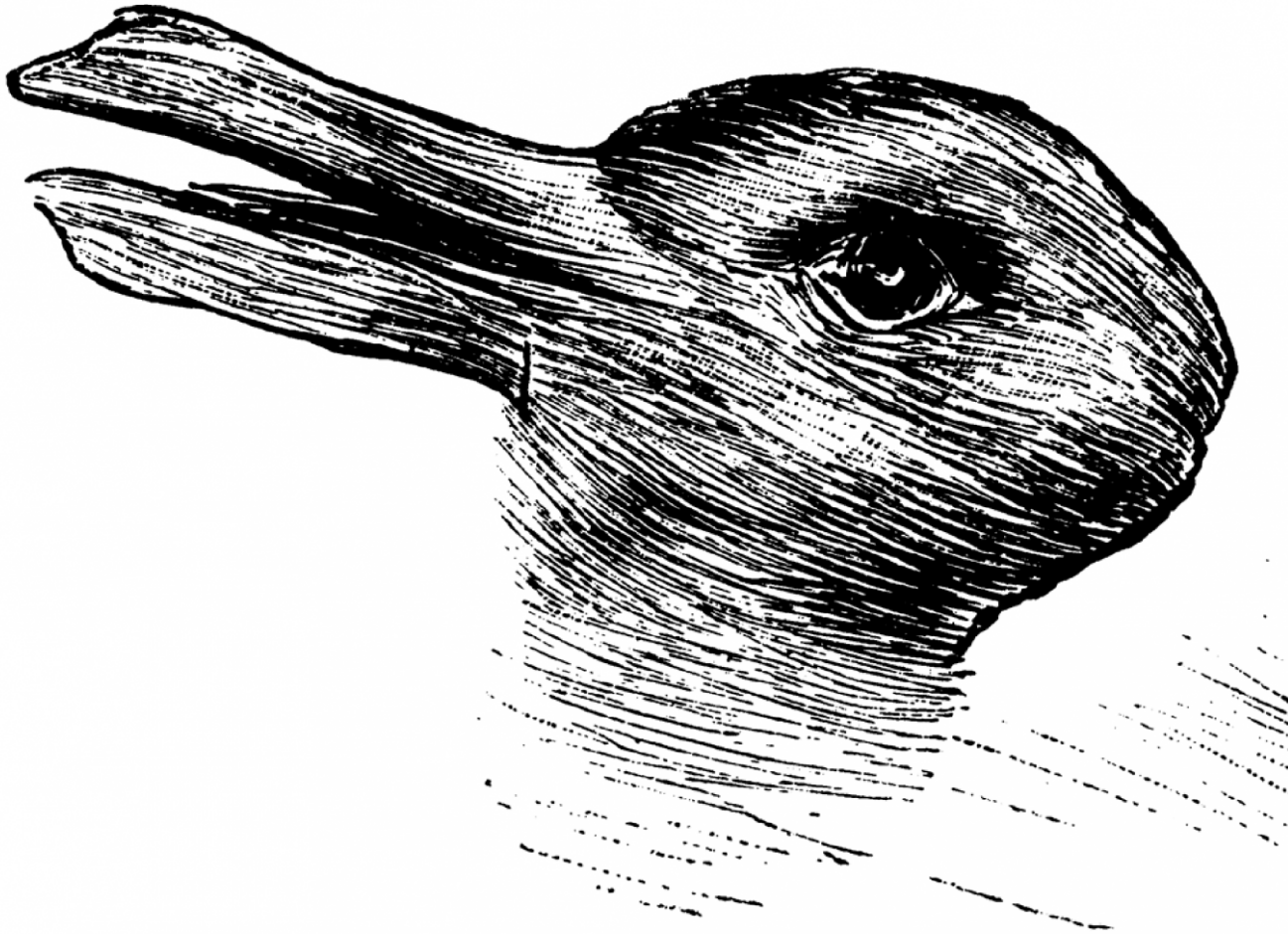
**U.S. Land Mass Superimposed on the Land Mass of Europe— U.S. extends to Asia and Africa, Touches 46+ Countries from Ireland to Iraq and Russia to Portugal**





# *What Do You See?*

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*Breaking Barriers ... Since 1947*



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# *Unconscious Bias*



# Reducing Unconscious Bias



- Accept that you carry biases
- Your personal bias are shaped by who you are and your experiences
- Be cognizant that bias translates into behavior
- Identify bias in your decision making processes and make changes
- Consciously interact with people who are different than you

Source: [www.unconsciousbias.com.au/managing-unconscious-bias-at-work](http://www.unconsciousbias.com.au/managing-unconscious-bias-at-work)



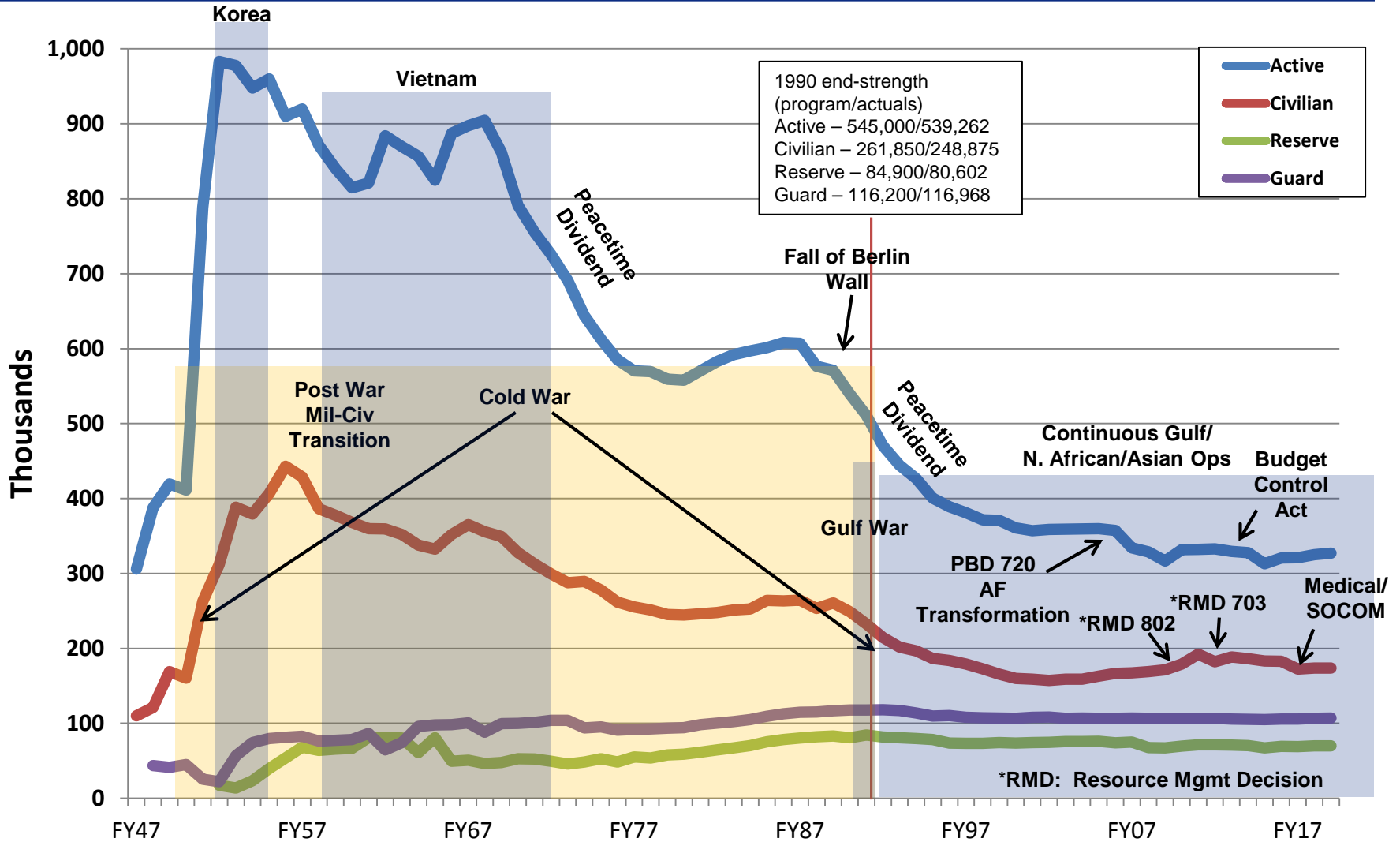
# *Current Ops*

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- **End Strength**
- **Continuous Process Improvement**
- **Growing the Force**
- **Retention/Exit Surveys**
- **Pilot Shortage**
- **Civilian Hiring**
- **Gold Star Families**
- **Blended Retirement**
- **SecAF Spouse and Family Forum**



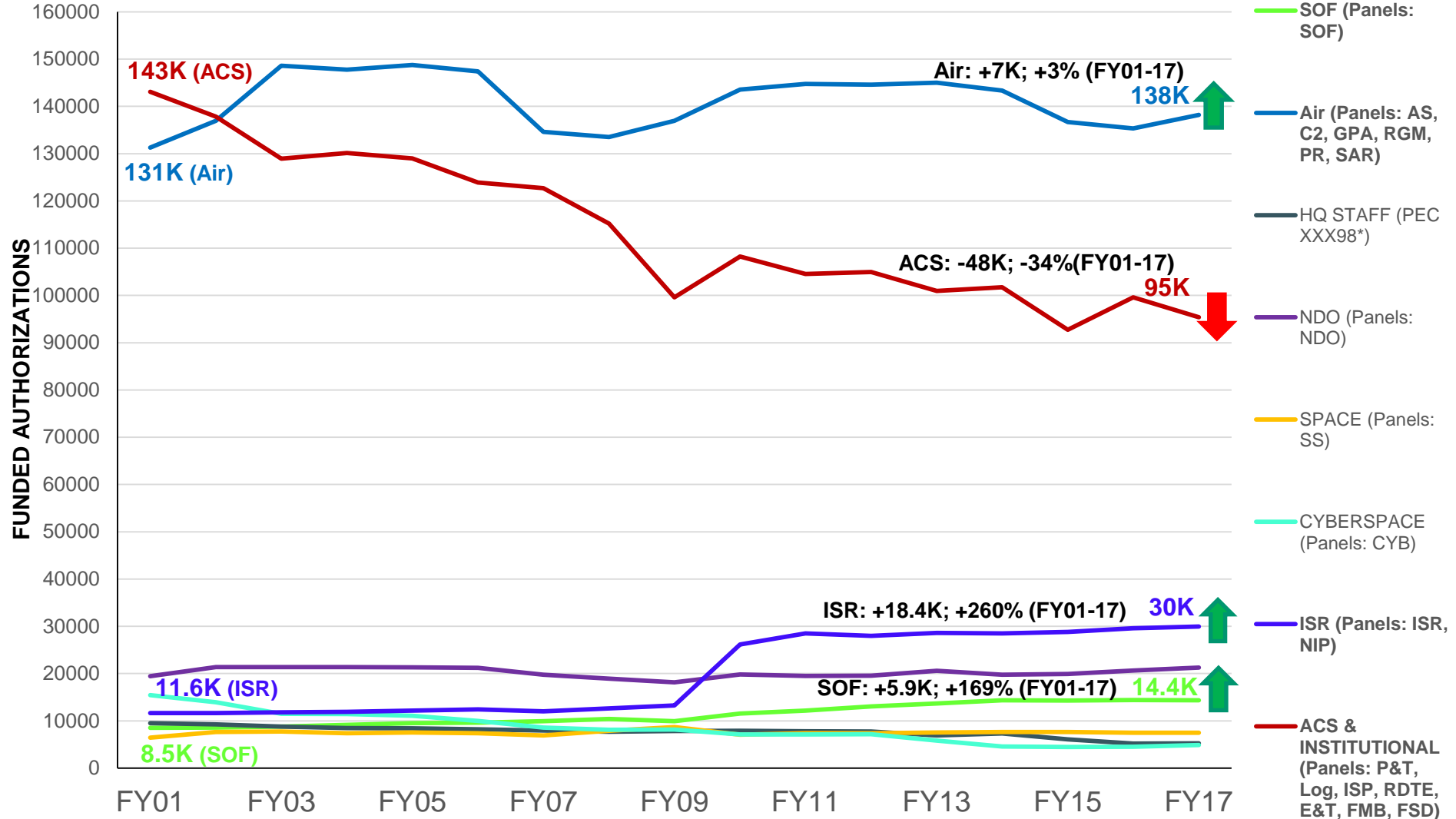
# USAF End-Strength (FY47 – FY22 as of FY18 PB)



*Breaking Barriers ... Since 1947*



# AF Active Duty Manpower by Functional Area FY01-17



*Breaking Barriers ... Since 1947*



# ***Growing the Force***

## ***Active Component***

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- **2017 President's Budget — 317,000**
- **2017 NDAA — 321,000**
- **2018 Program Objective Memorandum (POM) — 324,000 by FY22**
  - **2018 Part 2— 327,300 by FY22 (based on additional TOA for AF)**
    - **Emphasis on Pilot Crisis & Training Pipeline (STP)**
- **Total requirements for current missions — ~350,000**
  - **Not yet vetted through the corporate process**
  - **350K calculation includes:**
    - **~10K Wing & below unfunded authorizations**
    - **~8K Training Pipeline right-sizing**
    - **~4K Squadron support & emerging requirements (RPA, Cyber)**
    - **~4K Base Operating Support (BOS) / Medical**



# *Growing the Force*

## **Accession**

### **Enlisted**

### **Officer**

- OTS
- ROTC
- USAFA
- Non-Line

### **Pipeline Capacity**

Increased Tech Training Instructors  
Increased OTS Instructors

## **Retention**

### **Robust Special & Incentive Pays**

- Critical Skills Retention Bonus
- Selective Retention Bonus
- Aviation Retention Pay
- Officer Retention Bonuses

### **High Year of Tenure Extensions**

### **Vol Retired Return to AD**

### **Leverage ARC (via VLPAD)**

**Need to retain experienced Airmen; time lag between recruiting, training pipeline, and realized increases in permanent party manning**





# Why Continuous Process Improvement (CPI)?

## ■ Secretary of Defense Mattis

- “It is my expressed intent to field a larger, more capable, more lethal Joint force. It is incumbent on each of us to accomplish this task in the most cost-effective, efficient manner possible. If we are to ask the American taxpayers to provide more resources to our Nation’s defense, we must do the same—by making our business operations more efficient and freeing up funds for higher priority programs.”



## ■ AF Vision

- “Today, complex security and fiscal challenges demand that our Air Force develop innovative Airmen who find better and smarter ways to fly, fight, and win.”
- “Every Airman should constantly look for smarter ways to do business.”





# *When you get home...*

- CSAF gave clear guidance to Wg/CCs on responsibilities (AFI 1-2)
  - Provides Commander's Intent & Expectations for Commanders
  - 4 major graded areas (Ex: "Improving the Unit"—Key to success)
- First 30 days of command: Meet with your Wing Process Manager
- Questions to ask: *Who are your certified Black Belts in the wing? When was the last Green Belt course conducted? Who from your wing has attended a Senior Leader Course?*
- Develop strategy that aligns with MAJCOM/CC & NAF/CC priorities
- Use Continuous Process Improvement to address performance gaps and resource constraints

***Vignette: At ~13.8K sorties/year, 12 FTW at JBSA-Randolph had fallen short of AETC requirements by 1.2K sorties. OG/CC and MXG Director became CPI champions, implemented CPI to boost the number of sorties flown by the two T-38C flying squadrons, and identified 13 solutions to fly more sorties.***



# ***CPI Resources***

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- **More questions? Contact Master Process Officer (MPO) at MAJCOM**
  - **List in backup slides**
- **CPI Policy and Training**
  - **SAF/MGM: Amy Graveley, DSN 612-5717**
- **AF CPI app – on Google Play and the App Store (Griffin Mobile)**
- **CPI Portal – <https://cs.eis.af.mil/sites/10944/cpi/SitePages/home.aspx>**
  - **Contacts**
  - **Training**
  - **Policy**
  - **Practitioners**
  - **Projects**



# *Retention/Exit Survey Key Takeaways*

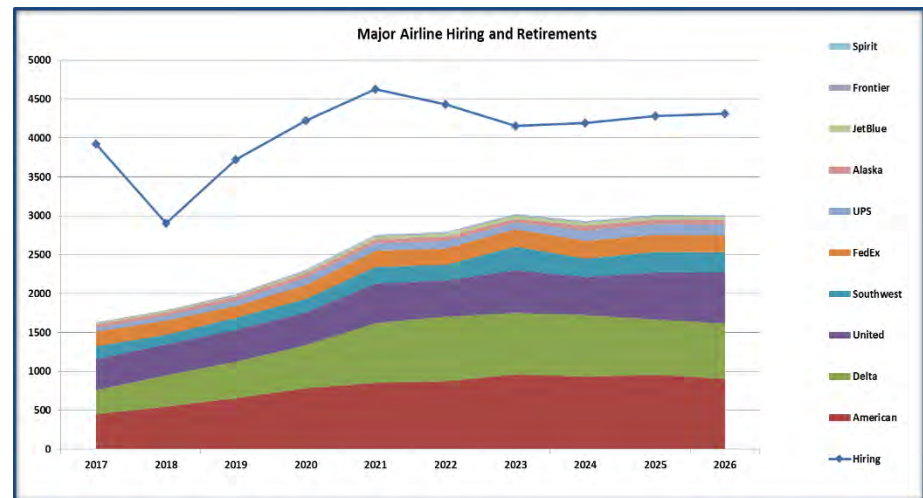
- **80% of Airmen taking retention survey and 79% of Airmen taking exit survey were satisfied (“somewhat satisfied”, “satisfied” or “very satisfied”) with their AF experience**
- **Overall, Officer and Enlisted cite the following as “Influences to Stay”**
  - Retirement, Overall Compensation and Benefits
  - Overall job satisfaction
  - Educational programs (Tuition Assistance & GI Bill)
- **Officers cite the following as top “Influences to Leave”**
  - Maintaining work/life balance
  - Potential to leave family
  - Additional duties
- **Enlisted cite the following as top “Influences to Leave”**
  - Job satisfaction
  - Unit leadership (leadership at Sq & Gp level, not immediate supervisor)
  - Job stress
- **Members generally view QoL and medical services as influencers to stay**

***Wing and Group Commanders influence retention***



# Pilot Shortage

- The national aircrew crisis is the result of multiple factors:
  - high operational tempo over the last 26 years, a demand for our pilots from the commercial industry, and cultural issues that affect the quality of life and quality of service of our Airmen
- In FY16, overall pilot retention bonus take rate was 48.8% (fighter take rate was 39.5%), ~7% decrease from FY15 (8.3% for fighters); AF requires a take rate of 65% to sustain the force
- End of FY16 Total Force shortage - **1,555** across all mission areas
  - 608 Active, 653 Guard, 294 Reserve
- Total Force 11F shortage - **1,211**
  - 873 Active, 272 Guard, 66 Reserve
  - Active 11F shortage is projected to exceed 1,000 by end of FY17





# *What are the efforts to Retain Pilots? Non-monetary*

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- **AF (Total Force) is aggressively pursuing solutions in three main areas:**
  - **Requirements:**
    - **Continually revisit operational demand for non-flying jobs, staffs, and developmental opportunities**
  - **Increase Pilot Production and Absorption:**
    - **Increase total force Undergraduate Pilot Training production goals by 200 pilots per year**
    - **Increase total force fighter pilot training from 250 to 335 fighter pilots per year**
    - **Increase absorption by adding 7 ANG Active Associations to fly RegAF pilots and improving maintenance manning**
  - **Retention:**
    - **Reduce admin requirements so pilots can focus on primary duties**
    - **Increase assignment and DE flexibility and transparency**
    - **Reduce operational demands to create calendar “white space”**
    - **Continue to inform separating RegAF pilots of opportunities in the Guard or Reserve**



# *What are the efforts to Retain Pilots?*

## *Monetary*

- **AF will implement FY17 NDAA Aviation Bonus authority (\$35K/year maximum) using a directed business case model to identify areas of greatest need**
- **Model will be run annually and consider:**
  - **Manning levels (current and trend) – 40%**
  - **Retention levels (current and trend) – 40%**
  - **Timeline for generating replacements – 10%**
  - **Costs to train/generate replacements – 10%**
- **AF will use flexible contract lengths to include 1, 2, 5, 9, and 13 year options, higher overall contract values, and flexible renegotiation schemes to gain feedback and entice highest possible retention**

***Same retention pay model & process used for all career fields***



# Commander's Support Staff

## Where we were

- Squadron CSS requirements funded at 87%
  - Includes personnel, administration, education & training, Unit Deployment Manager and Personnelists
- AFMAA started a new manpower study
  - Validated current processes; reviewed/accounted for transferred work
  - Size, deployment frequency, and Off/En/Civ mix are determinants
- Legacy CSS standard included 9 of the 11 additional duties addressed by SecAF/CSAF

## Where we are now

- AFMAA study in final coordination
- Added 1.6K in FY18-20; 639 mil / 961 civ (funding/hiring exemption approved). Commands currently adding new positions to the UMD

## Where we are going

- Working to get expanded MilPDS access in CSSs, not just 3S/F0s
- CSS Training Toolkit
- Finalize new manpower standard





# Civilian Hiring Way Ahead

## ■ Continue Civilian HR training across AF

- FY15-16 - 100+ trained across HR Operating Locations (HAF, Wright-Patt, Tinker)
- FY17 – Additional training scheduled at Hill AFB and with OPM – 100+ to be trained

## ■ Prioritize and implement RIE action items across the AF

- 10 RIEs conducted on entire hiring process
- Streamlined one standard AF hiring process—ability to address surge requirements
- Consolidated/automated job offer process—potential 17 days savings
- Developed parallel manpower/classification process

## ■ Implement AF Standard Civilian Hiring Process

- New AF 80-day standard civilian hiring process established

## ■ Leverage AF HR Field Capability (Partnerships)

- Partnered with HAF to analyze HR competency gaps; resulted in deployment of HR University curriculum with 6 HR training classes

## ■ Finalize implementation of new USA Staffing Platform upgrade

## ■ Implement NDAA17 initiatives

- New DHA authority granted in NDAA17 for Depots – OSD Policy Received; AF working on announcements



# New AF 80 Day Civilian Hiring End-to-End Model

Gate	Gate Description	Owner	Goal Days
0	Workforce Planning	WG/CC	Ongoing
1	Vacancy/Need Identified	Mgr	3
2	RPA Generation	Mgr	3
3	Manpower PD Review*	MOF	3
4	Classification (SCPD)*	AFPC	5
5	Local Priorities	CPS	3
6	RPA Intake Team	AFPC	1
7	Career Field Team	AFPC	1
8	PPP	AFPC	2
9	Management Advisory/ Announcement	AFPC	12
10	Referral	AFPC	5
11	Selection	Mgr	15
12	Selectee Notification	AFPC	5
13	Pre-Employment	CPS	15
14	EOD	AFPC	7
AF Goal Days End-to End			80

- **Workforce Planning:**
  - Forecast requirements
  - Workforce Planning Guide published with standard reports; impacts work-year execution and civilian fill/vacancy rates
  
- **Classification**
  - Impacts <10% of civilian hiring actions
  - Maximize use of Std Core Personnel Doc (SCPD) – reduces 15 days

*\*only when needed*



# ***CSAF Gold Star Family Initiatives***

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- **CSAF attention on Gold Star (GS) families includes personal outreach to GS spouses/parents, base access ID cards, and designated parking**
    - **Outreach to Gold Star Spouses and Mothers**
      - **CSAF requested list of GS Spouses/Mothers; called several on GS Spouse's Day, 27 Mar 17 and GS Mother's Day, 25 Sep 16**
    - **Family ID Cards**
      - **3 Gold Star families received Gold Star Base Access ID cards on 1 May at JB Andrews; this beta test supports full implementation**
      - **Since implementation of program, one additional card issued**
      - **Access is allowed at installation issuing ID card and at each successive AF installation when the card is registered at that Visitors Control Center**
      - **Families assisted by installation A&FRCs and legacy units**
    - **Family Parking**
      - **Wing Commanders have the authority to designate reserved parking on their installations for GS family members**
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# Retirement Reform

## Modernize Retirement System

- **3 out of 4 Airmen separate before 20 yrs of service** are leaving with no retirement plan
- New system creates portable retirement benefit comparable to industry (401k)
- Activates 1 Jan 18 Opt in by 31 Dec 18
- **350-400K** Total Force Airmen eligible to opt-in



- **4 Courses on Joint Knowledge Online (JKO):**
  - 1. Personal financial educator and counselor course
  - **2. BRS Leader training (Mandatory)**
  - 3. Opt in Course (if you joined the service after Dec 21, 2005)
  - 4. The BRS Accessions Course (Airmen who enter the force after 31 Dec 2017)
- **Personal Financial Managers are available at the Airmen and Family Readiness Centers**

**Those with less than 12 YOS on 31 Dec 17 or less than 4320 points (RE) will have a Choice**



# SecAF Spouse & Family Forum Outcomes

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- **SecAF 19 Oct 16 (Joint Base Andrews)**
  - **Focus areas: *Exceptional family Member Program (EFMP); Child Development Centers; Spouse Employment; & Deployment Support***
  - **60+ spouses at Forum with 1700+ attending virtually**
  - **172 Facebook threads directly linked to event**
- **Short Term Actions (Underway)**
  - **Added 44 (*from 40 to 84*) EFMP Family Support Coordinators**
  - **Increased Respite Care from 12 to 40 hrs/month per EFMP family mbr**
  - **Initiated qtrly Webinars with EFMP families; first 12 Jan – 400+ attendees**
  - **Military Spouse Preference for Hiring (*following PCS*) now = no expiration**
  - **SG is working with Tricare to update reimbursement rates**
  - **Council of Governors hosting OSD and Service Reps 17 Feb**
    - **Topics include Spouse Licensure / Credentialing / Military Child Ed**



# SecAF Spouse & Family Forum Outcomes

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## ■ Long Term Actions (Planned)

- Address concerns regarding ADA- compliance in privatized housing
- Review Family Childcare Provider Policy on family-friendly homes
- Extend to male service members, AF policy allowing female service members to separate early following the birth of a child
- Grant an additional 3 weeks of leave (*total of 6 weeks*), to female service members who become mothers through adoption
- Launch education and awareness campaign highlighting family support programs and services available to all family members



# Your Force Support Squadron

## Child and Youth

- Provide affordable and available Child & Youth Care
- Extended duty child care for weekend & shift work
- Diverse Youth Programs for summer and after School members

## Military Personnel

- Issue CAC and update entitlement systems for beneficiaries
- Deliver Military Personnel Programs (linked with CSS)
- Personnel Deployment Function

## Force Development

- First Term Airman Center & Career Assistance
- Education Programs and Services
- Airmen Leadership School
- Library or Learning Resource Centers

## Civilian Personnel

- Manage civilian personnel requirements and resources
- Strengthen Labor Union relationships
  - Enhance performance

## Regenerate & Sustainment

- Dining Facility or Food Transformation Initiatives
- Fitness Assessment Cell & Fitness Center(s)
- Visiting Quarters & Temporary Lodging Facilities

## Manpower & Organization

- Validate manpower requirements
- CPI experts to identify and lean inefficient processes
- Develop manpower mix COAs
- Validate deployment taskings

## Morale & Resiliency

- Regenerate Airmen via morale programs
- Many morale programs funded via Non-Appropriated Funds
- Dedicated marketing and advertising support

## Airman & Family Care

- Care for families with Casualty and Mortuary Support
- Facilitate Transition Assistance Program for Airmen
- Support with Deployment and Relocation Assistance
- Certified Financial Readiness Counseling



***FSS capabilities are wide-ranging and core in taking care of people***



# *Enhancing Human Performance*

- ***How do we build resilience and prevent problem behaviors?***
- **Answer: Effective community forum**
  - **5-Stage Change Process**
  - **Infrastructure that provides foundation for strategic planning**
  - **All aspects of the social environment must be influenced**
  - **Requires a comprehensive, community-wide approach to achieve impact**
  - **Requires cross-functional collaboration**
  - **Reflects a proven public health approach**



**Effective Community Forum--*YOU have to Lead it!***





# Community Action Information Board (CAIB)

## HAF CAIB & IDS

- Identifies AF resilience/prevention priorities
- Disseminates MAJCOM/Installation best practices



## MAJCOM CAIB & IDS

- Identifies MAJCOM resilience/prevention priorities
- Supports installation resilience/prevention plan



## Installation Community Action Information Board (CAIB)

- Leads, directs, and champions resilience/prevention plan

### Installation Integrated Delivery System (IDS)

- Acts as working arm of the CAIB
- Uses data to develop, implement, and evaluate plan to promote community resilience and decrease risk

## CAIB Members

- Installation CC (**Chair**)
- Community Support Coordinator (**Exec Dir**)
- Group CCs
  - Command Chief
  - Prevention Specialist
  - Chaplain
  - Finance
  - Force Support
  - Civil Engineering
  - Security Forces
  - Public Affairs
  - Legal
  - Safety
  - First Sergeants
  - Senior Spouses
  - Others as needed



# ***Effective Community Forums*** ***- Key Questions***

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- **Stage 1: Get Started**
  - **Is there buy-in for a community integration forum?**
  - **If not, how are you going to get buy-in?**
- **Stage 2: Get Organized**
  - **Are the right agencies at your table and actively, collaboratively participating?**
- **Stage 3: Develop Community Profile**
  - **Does your data tell you what is driving the positive and negative behaviors in your wing?**
- **Stage 4: Create a Plan**
  - **Does your Community Action Plan outline how you will address the risk/protective factors in your profile?**
- **Stage 5: Implement and Evaluate**
  - **How effective was your plan?**

***How can we help build a force of High Performing Resilient and Ready Airmen?***



# *Wing CC Call 2017*

## *CAIB Discussion Feedback*

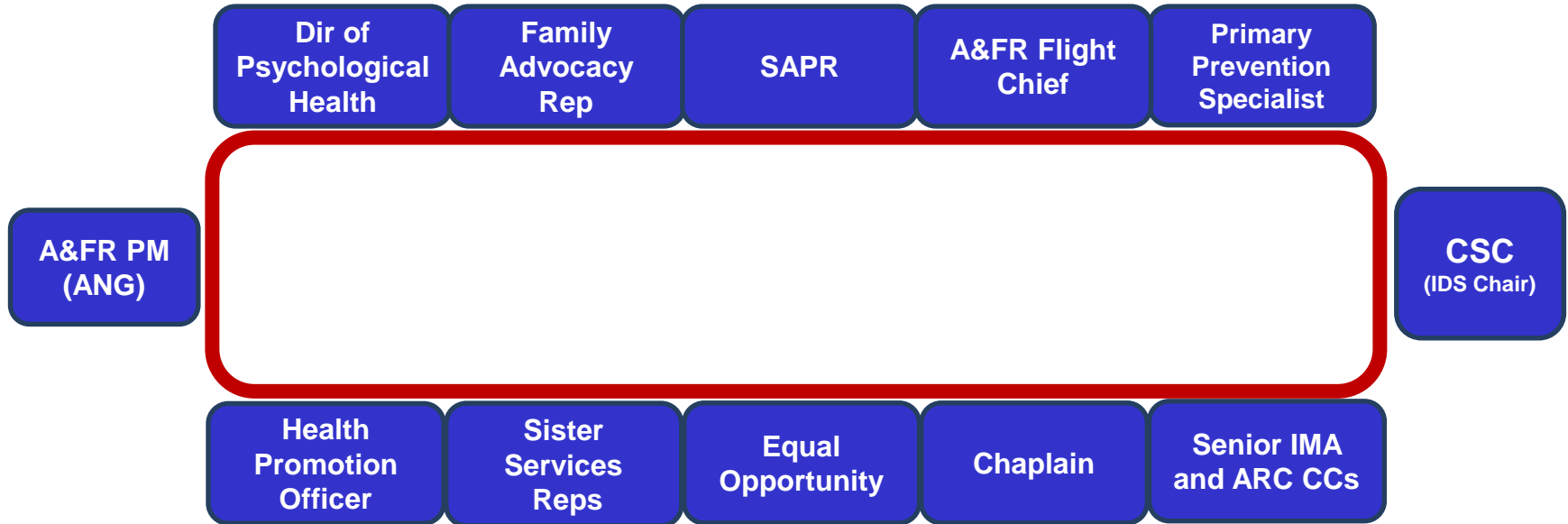
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- **Community forums can be effective, if formed, lead, and utilized correctly. To further mature construct, CCs identified:**
    - **Community Support Coordinators need**
      - **More training**
      - **Clarified responsibilities**
      - **Access to data (e.g. AFFIRST)**
    - **Leadership needs more flexibility to design installation-specific integration fora**
  - **AF/A1 Actions**
    - **Develop standardized CSC training plan; Annual CSC training**
    - **Integrate existing data platforms for CSC access**
    - **Sync Helping Agency AFIs to create desired flexibility**
    - **Build prevention and resilience capacity**
    - **Provide flexible tools to meet unique installation needs**
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# Installation IDS Structure

Commander's Program, AFI 90-501, CAIB & IDS



## Examples of CAIB & IDS Community Partners and Programs

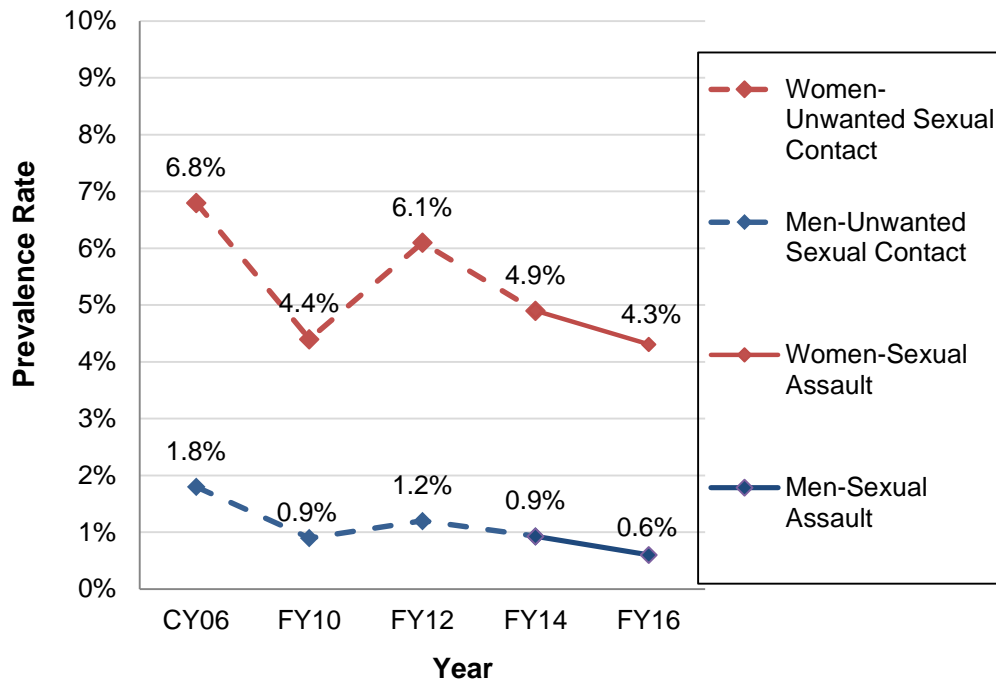




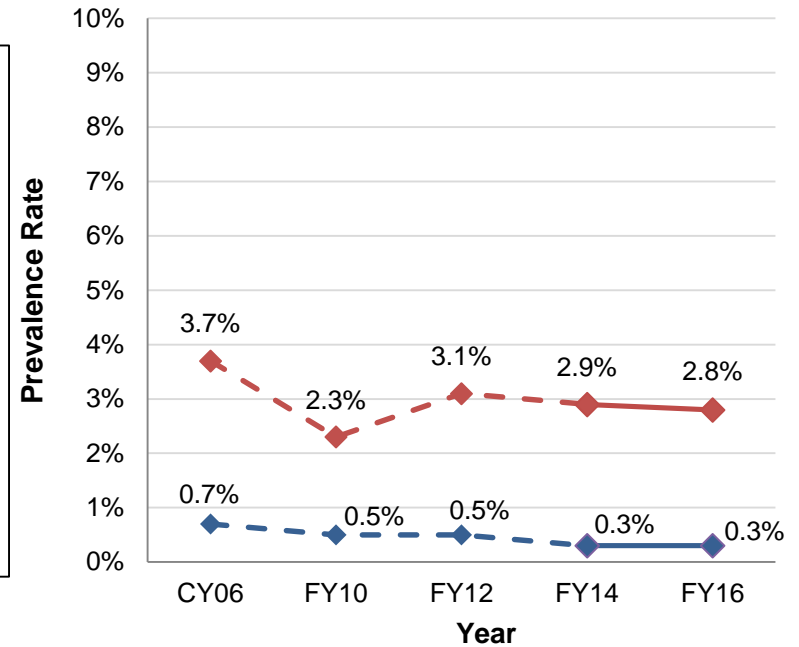
# Sexual Assault

## How are we Doing?

### DoD



### Air Force





# Response: AF Reports of Sexual Assault

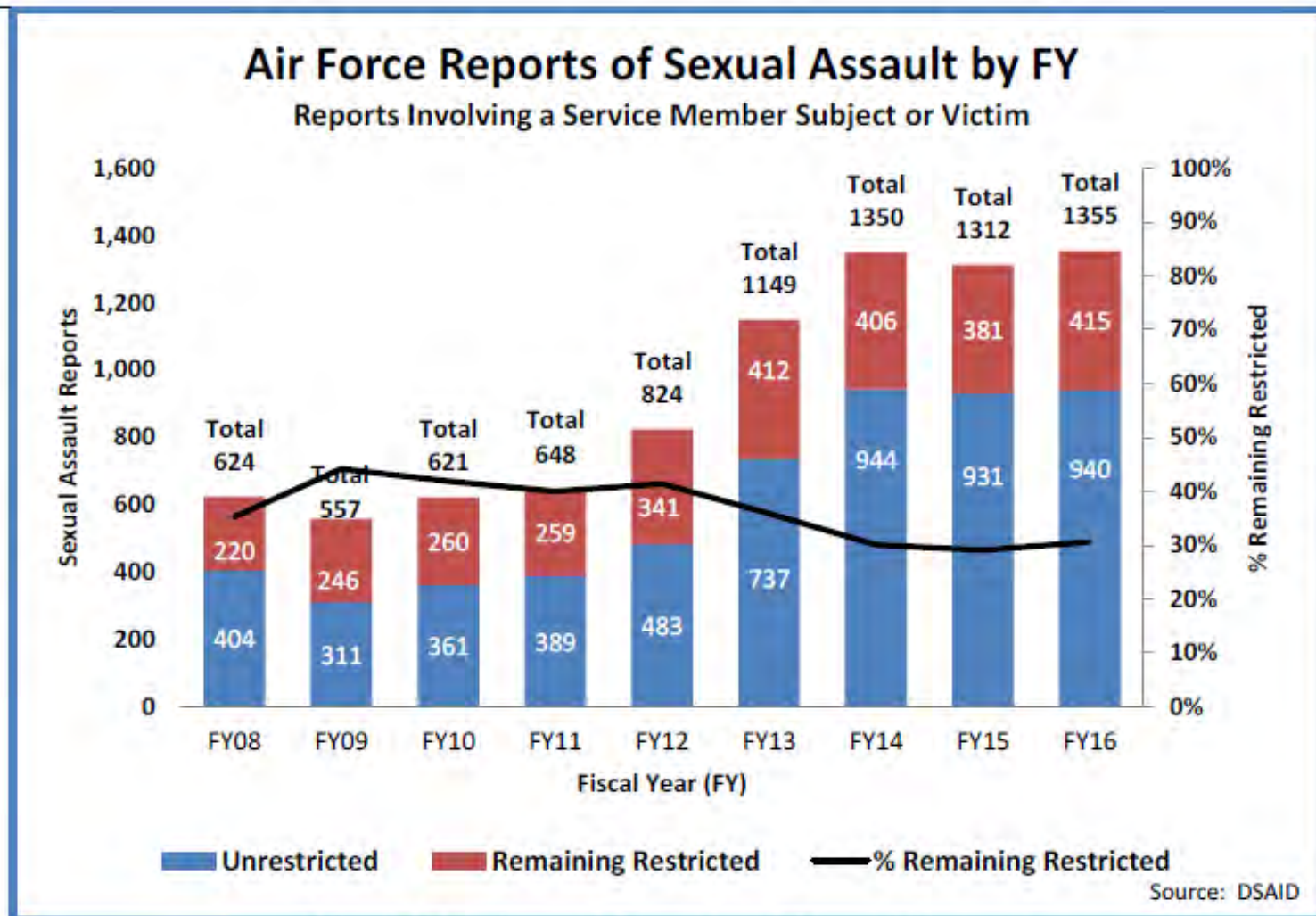


Chart 1.1 – Annual Reports of Sexual Assault



# *What You Need to Know*

## *- Sexual Assault Response*

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- BLUF – Continue to ensure victims are protected, treated with respect and dignity, and receive timely and quality support/services
- NDAA/DOD Requirements – WG/CC SAPR Primer Training Handout
- Some Challenges: 2016 SAPR Audit Findings – Improving Compliance  
(12 Locations Audited)
  - **Incomplete Training** – VVAs (72%), Responders (19%), Re-Deployers (62%), CMG Members (39%), Commanders (35%)
  - **Lack of Awareness (SAPR Services)** – Civilians (46%), Military Members (23%)
  - **Nonresponse to Hotline Calls** – 25% Locations
  - **Non-attendance at IDS** – 58% SARCs
- Opportunities: Internal Controls & Enterprise Responsibilities
  - **Program Oversight** – Supervision, Certification, Awareness, Reporting, Training, 24 Hour Report, SAIRO, CCIR, DSAID, CMG, Etc.
  - **Victim Access & Care** – 24/7, MRE 514, SVC, SG, ET, Safety, Retaliation, etc.



# *Sexual Assault Prevention & Response*

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- *How do we prevent sexual harassment, sexual assault, family violence, and suicide?*
  - *Answer: By Changing Social Norms*
    - Interpersonal violence will not be tolerated
    - We look out for each other
  
- *How do we build resilience and prevent problem behaviors?*
  - Lead your community forum to foster connectedness and change the social norms on your installation that allow negative behaviors to fester



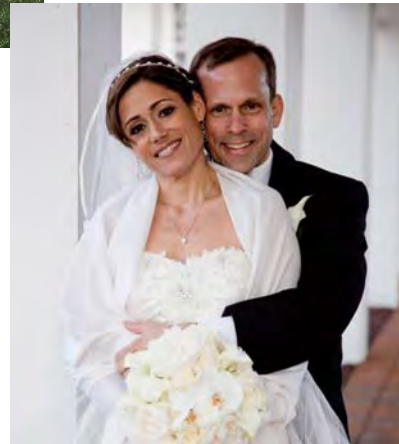


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# ***My Leadership Philosophy***



# Philosophy



*Breaking Barriers ... Since 1947*



# *Philosophy*

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- **Teams are stronger than individuals and effective teams are the most successful**
- **The glass is always  $\frac{3}{4}$  full; I have been accused of seeing the world through rose-colored glasses**
- **People want to do a good job**
  - **It's my responsibility to create an environment where everyone can thrive; and**
  - **To provide the tools to maximize their performance**
- **Our families are very important and we need to make decisions accordingly**
- **I must always be the example for my Airmen**



# Questions