



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

12 September 2020

MEMORANDUM FOR 913 AG PERSONNEL

FROM: 913 AG/CC

SUBJECT: Commander's Initial Guidance and Expectations

1. I know my Assumption of Command and Commander's Call was unusual. COVID-19 mitigations combined with the need to efficiently use UTA time led to a situation where the Group could not be present for the Assumption of Command or initial Commander's Call. This memorandum captures the information I put out during my Commander's Call.

2. I strive to lead by example. When Fitness Assessments restart, I will be the first test. After the UTA, I will post my readiness report from ARCnet outside the command section with the header "Are you as ready as the Commander?" I will not direct you to be ready then neglect my own readiness. I will be accountable to you just as you are accountable to me.

3. I have two statements that define the negative behavior I discourage. They are, "That's the way we've always done it," and "That's not my job". If I hear those statements I will address it right away.

a. When an Airmen says, "That's the way we've always done it," in response to a question, that means he may be operating contrary to AFIs or T.O.s. That Airmen may be doing work that is no longer required. Guidance changes often. As an example, my aircraft checklist is on Change 17. By training and being ready, we ensure we are working as AFIs and T.O.s require.

b. When an Airmen says, "That's not my job," it hurts the entire Group. We are all intertwined. No squadron exists on its own. We all depend on each other to get the mission done. When someone says, "That's not my job," less work is getting done. We will not succeed by getting less done. I am not saying you should routinely do another Airmen's work. I want you to help each other get more done.

4. I do not have an open door policy. We have a chain-of-command. If I am your direct supervisor, either military or civilian, you get access. If there are levels of the chain-of-command between you and me, use that chain to get information to me. If you do not report to me directly and you make an appointment or show up at my door, I will turn you away and ask you to work through your chain. The major exception is if you have a problem with your chain. In that situation, you are allowed to jump the chain to address problems.

5. The 913<sup>th</sup> has a bright future. I know there are rumors about the 913<sup>th</sup> closing. Those rumors may come as a result of AFRC Staff actions last spring. AFRC Staff proposed closing the 913<sup>th</sup> to General Scobee, the AFRC Commander. General Scobee directed the staff to study the cost of

closing the 913<sup>th</sup>. After learning of the research project, General Healy advocated for us and convinced General Scobee that eliminating the 913<sup>th</sup> would be a mistake. General Scobee has since ordered an end to discussion about closing the 913<sup>th</sup>.

a. During discussions before my arrival, the 22 AF Vice Commander directed me to continue building the 913<sup>th</sup>, not close it.

b. One sign of that progress is key vacancies are filled. We now have a Group Chief, a MXS/CC, an APS/CC, and soon we will have a FSS/CC. The FSS is hiring and filling long empty positions. We have direct hire authority in MXS. We will continue that work to build capability and readiness and we will build on your previous successes.

7. The 913<sup>th</sup> has a track record of doing great work.

a. We have the only APS squadron in the Reserve to get off-station training this year.

b. The 327<sup>th</sup> won the General Doolittle Trophy for missions flown in CENTCOM during the last deployment.

c. FSS, AMDS, and MXS support the mission while dealing with numerous vacancies.

d. We have no cases of COVID-19 requiring 19<sup>th</sup> Airlift Wing tracking. The 913<sup>th</sup> is the only Group sized unit on Little Rock that can say that.

e. Despite COVID-19, the Group recently planned and executed Rally in the Valley, a NAF-wide exercise conceived by General Healy. RITV was so successful General Healy highlighted our work to every Wing and NAF Commander in AFRC.

8. Recently, squadron leadership and I completed a Strategic Alignment event to set Group goals and objectives for the next two years. Soon, that information will be sent out to everyone. We will improve the unit as we prepare to accomplish the mission. Please remember, a majority of the squadrons in the Group will deploy in the next 18 months. Make yourselves ready. Focus on your training.

9. The video of the Commander's call is available on the 913 AG Facebook page.

CHRISTOPHER K. LACOUTURE, Colonel, USAF  
Commander