

# United States Air Force

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## Presentation

Before the House Appropriations Committee,  
Subcommittee on Military Construction and  
Veterans Affairs

## ***Quality of Life in the Military***

Witness Statement of  
CMSAF James A. Cody  
Chief Master Sergeant of the Air Force

**March 19, 2013**



# BIOGRAPHY



## UNITED STATES AIR FORCE

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### CHIEF MASTER SERGEANT OF THE AIR FORCE JAMES A. CODY

Chief Master Sergeant of the Air Force James A. Cody represents the highest enlisted level of leadership, and as such, provides direction for the enlisted force and represents their interests, as appropriate, to the American public, and to those in all levels of government. He serves as the personal adviser to the Chief of Staff and the Secretary of the Air Force on all issues regarding the welfare, readiness, morale, and proper utilization and progress of the enlisted force. Chief Cody is the 17th chief master sergeant appointed to the highest noncommissioned officer position.



Chief Cody entered the Air Force in November 1984. He graduated from the air traffic control specialist course at Keesler Air Force Base, Miss., in May 1985. His background includes various duties in air traffic control at the unit and major-command levels. Throughout his career, he has filled a myriad of roles including additional-duty First Sergeant and Directorate Superintendent. His assignments include bases in New Hampshire, California, Virginia and Florida. The chief also served overseas in Germany, South Korea, Turkey, and deployed in support of Operations Southern Watch and Enduring Freedom.

Prior to assuming his current position, he served as the Command Chief Master Sergeant, Air Education and Training Command, Randolph AFB, Texas.

#### EDUCATION

1987 Noncommissioned Officer Preparatory School, Kapaun AS, Germany

1989 Air Force Communications Command Noncommissioned Officer Leadership School, Keesler AFB, Miss.

# Quality of Life in the Military

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March 19, 2013

1993 Noncommissioned Officer Academy Correspondence Course  
1995 USAFE Noncommissioned Officer Academy, Kapaun AS, Germany  
1997 Senior Noncommissioned Officer Academy Correspondence Course  
1998 Associate of Applied Science degree in airway science, Community College of the Air Force  
2001 Senior Noncommissioned Officer Academy, Maxwell AFB, Ala.  
2005 Chief's Leadership Course, Maxwell AFB, Ala.  
2005 USAF Senior Leadership Course, Center for Creative Leadership, San Diego, Calif.  
2006 Gettysburg Leadership Experience, Gettysburg, Pa.  
2008 Senior Enlisted Joint Professional Military Education Correspondence Course  
2008 AFSO 21 Executive Leadership Course, Disney Institute, Orlando, Fla.  
2009 Keystone, National Defense University, Fort Lesley J. McNair, Washington, D.C.  
2010 COMAFFOR Senior Staff Course, USAF Expeditionary Center, N.J.  
2010 USAF Enterprise Management Seminar, Darden School of Business, University of Virginia, Charlottesville  
2012 Bachelor of Science degree in business administration, Trident University International, Cypress, Calif.

## **ASSIGNMENTS**

1. November 1984 - January 1985, Student, Basic Military Training, Lackland AFB, Texas
2. January 1985 - June 1985, Student, Technical Training School, Keesler AFB, Miss.
3. June 1985 - June 1988, Air Traffic Controller, 1964th Communications Group, Ramstein AB, Germany
4. June 1988 - January 1991, ATC Watch Supervisor, 1916th Communications Squadron, Pease AFB, N.H.
5. January 1991 - May 1993, ATC Watch Supervisor, 30th Operational Support Squadron, Vandenberg AFB, Calif.
6. May 1993 - May 1994, ATC Watch Supervisor, 51st OSS, Osan AB, South Korea
7. June 1994 - June 1996, Superintendent, Airfield Operations Training, 39th OSS, Incirlik AB, Turkey
8. June 1996 - March 2000, Superintendent, Airfield Operations, Readiness/Training, Headquarters Air Combat Command, Langley AFB, Va.
9. March 2000 - May 2003, Chief Tower Controller, additional duty 1st Sgt, 6th OSS, MacDill AFB, Fla. (April 2002 - July 2002, Superintendent, Combat Airspace Management Cell, Joint Task Force-Southwest Asia, Prince Sultan Air Base, Kingdom of Saudi Arabia)
10. June 2003 - July 2005, Superintendent, Directorate of Air and Space Operations and ATC Functional Manager, HQ ACC, Langley AFB, Va.
11. July 2005 - August 2007, Command Chief, 15th Expeditionary Mobility Task Force, Travis AFB, Calif.
12. August 2007 - July 2008, Command Chief, 6th Air Mobility Wing, MacDill AFB, Fla.
13. July 2008 - September 2010, Command Chief, 18th Air Force, Scott AFB, Ill.
14. September 2010 - January 2013, Command Chief, Headquarters Air Education and Training Command, Joint Base San Antonio-Randolph, Texas
15. January 2013 - present, Chief Master Sergeant of the Air Force, the Pentagon, Washington, D.C.

## **MAJOR AWARDS AND DECORATIONS**

Legion of Merit  
Meritorious Service Medal with seven oak leaf clusters  
Air Force Commendation Medal with two oak leaf clusters  
Air Force Achievement Medal with five oak leaf clusters  
Outstanding Airman of the Year Ribbon

### **OTHER ACHIEVEMENTS**

1994 39th Wing NCO of the Year

1995 John L. Levitow Award, NCO Academy

1995 USAFE ATC Training Achievement Award

1995 STEP promotion to Master Sergeant

1997 ACC Director of Air and Space Operations SNCO of the Year

2001 Distinguished Graduate, SNCO Academy

2001 AMC Air Traffic Control Enlisted Manager of the Year

2001 Tampa Bay Military Citizen of the Year

2001 Air Mobility Command SNCO of the Year

### **EFFECTIVE DATE OF PROMOTION**

Chief Master Sergeant of the Air Force January 2013

(Current as of January 2013)

## **Introduction**

Chairman Culberson, Ranking Member Bishop, members of the Subcommittee, thank you for your continued interest in the quality of life in our military. It is my distinct honor to join my fellow service senior enlisted advisors in representing the men and women who serve our great nation. I sincerely appreciate the opportunity to share the concerns of America's Airmen with you.

We thank this committee for its continued support, which is vital to our success. We rely on your efforts, actions, and legislation to protect our service members' and veterans' pay and benefits. We also appreciate the visits House members have made to support our Airmen in the field and our Wounded Warriors in health care facilities.

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## **Building resilient Airmen**

We define resiliency as the ability to withstand, recover and/or grow in the face of stressors and changing demands. We believe an Airman's personal and professional successes depend on this resiliency, and feel it is our responsibility to provide the education and resources to help them and their families build it. To that end, we have created Comprehensive Airman Fitness (CAF), a construct built on four pillars or core tenets. These are mental, physical, social, and spiritual fitness. We are introducing this wellness construct in the accessions phase of service and continuing to reinforce it throughout an Airman's career.

We believe fostering a stronger culture of mutual respect and trust in our force will go a long way toward strengthening our team. It is not enough for Airmen to be resilient; they must also treat one another with the dignity and respect each of us deserves. We must use this as a foundation on which to build the trust that allows Airmen to communicate candidly with one another. General Welsh and I have already begun discussing this with our Airmen and will continue to encourage a culture of Wingmanship. Every Airman must be respectful of those working with and around them, every Airman must be alert and able to recognize signs of distress, and every Airman must intervene in situations that could turn negative. All of our Airmen and their families have a story. We need to know those stories. This is our goal -- and I'm confident that we will get there.

### **Sexual Assault Prevention and Response**

As you know, our Air Force recently concluded a nine-month investigation into sexual misconduct at Joint Base San Antonio-Lackland. This investigation included more than 7,700 interviews with people who had graduated from basic military training as far back as ten years ago. Our Air Force Chief of Staff, General Mark A. Welsh III, spoke to the House Armed Services Committee about this in January, explaining that our goal is not just to lower the number of sexual assaults, but to get to zero. We understand the impact of this crime on the individual, their families, their friends, and other people in the units are tremendous and unacceptable. General Welsh has made it clear that every Air Force supervisor and commander will be actively involved in eliminating this horrible crime from our ranks. Our efforts include December's Air Force-wide health and welfare inspection, the establishment of a Recruiting Education and Training Council to review and advise current and future actions undertaken to

eliminate sexual assault, and more focused, direct communication with our Airmen about this issue.

### **Recruiting and Retention**

We need to employ the right number of Airmen with the right skills at the right time to support combatant commander requirements. Despite a shrinking pool of age-qualified youth and a decreased propensity to serve in the military, we continue to recruit the best and brightest our Nation has to offer. 99.5% of our recruits earned a high school diploma and 18.9% have at least 15-semester hours of college. This punctuates the Air Force commitment to produce a quality enlisted corps capable of meeting the challenges of today as well as those of the future.

Our ability to meet our recruitment goals and sustain the quality enlisted corps we require depends on Air Force Quality of Life programs and initiatives. Studies by organizations such as Joint Advertising Market Research and Studies continue to cite military pay, education opportunities, and benefits such as retirement and health care as the top three reasons young people consider joining the military.

Currently we are on track to meet Total Force enlisted accession goals for the Active Duty, Reserve, and Air National Guard components. In this fiscal year, 14,962 of America's young men and women have completed or currently attend Air Force Basic Military Training (BMT). Additionally, there are approximately 16,000 recruits contracted to attend BMT this fiscal year.

Our force continues to benefit from record high retention rates. This allows us to capitalize on a great deal of continuity and expertise in the majority of our specialties. Several

mission-critical specialties continue to require an added incentive to retain the appropriate number of experienced Airmen. Our most effective tool for managing this is the re-enlistment bonus. We appreciate continued congressional support to protect this incentive.

### **Quality of Service**

We sincerely appreciate continued congressional support and funding for quality of service initiatives. We believe these to be an overwhelming factor in the decision Airmen and their families make to continue serving our Nation. We place a great deal of importance on the sense of community in and around our bases. We focus on four main areas: health and wellness; Airmen and family support; education, development, and employment; and Airmen and family housing.

### **Health and Wellness:**

#### **Assistance to Severely Injured Service Members**

Caring for our Wounded Warriors is a lifelong obligation. These Airmen and their families put service to our country before themselves, and we must continue to give them the care they deserve. We remain committed to providing them individualized, focused medical and non-medical care. Our Warrior and Survivor Care Program strategically places non-clinical care managers around the continental United States, Hawaii, and Germany to cover every location where Airmen serve. We have improved our care programs by partnering with other organizations committed to the long term care and support of our warriors. Recovery Care Coordinators serve as independent advocates for Airmen and work to ease the burden of administrative and personal requirements.



The Air Force Wounded Warrior program provides long term non-clinical care for wounded Airmen who must meet a Medical Evaluation Board or Physical Evaluation Board to determine fitness for duty. The Air Force is committed to offering our combat wounded the opportunity to remain on Active Duty in their primary specialty or, if that is not feasible, through training for a new specialty. If they choose to separate or are medically retired, the Air Force Wounded Warrior program continues to provide support and transition services for as long as the Airman wishes. We will continue to work with our Joint partners and government agencies to make sure we are doing everything possible to care for these Airmen and their families – it is our solemn obligation, and we will not break faith with these heroes.

### **Post-Traumatic Stress Disorder (PTSD)**

Although newly diagnosed PTSD cases in the Air Force are on the rise, our overall rate remains below 0.5 percent, and our retention rate in the Air Force for individuals with PTSD remains at 74 percent. Our Explosive Ordnance Disposal, Security Forces, Medical, and Transportation career fields are at highest risk for developing PTSD and receive special focus.

The Air Force remains committed to helping our Airmen through improvements in early symptom recognition and offering efficient treatments. We continue to screen our Airmen for PTSD symptoms at various points in the deployment cycle, to include screening through Pre- and Post-Deployment Health Assessment and Reassessment, and provide resilience training to our Airmen in conjunction with each deployment. Additionally, our Airmen in career fields at high risk for developing PTSD receive education and training on how to recognize symptoms of PTSD along with available resources. We continue to collaborate with the Department of

Defense and Veterans Affairs to advance research on prevention and treatment of combat related injuries, including PTSD.

### **Traumatic Brain Injury (TBI)**

TBI rates in the Air Force remain very low. However, we are expanding our efforts to ensure our Airmen seek medical care for mild traumatic brain injury, or concussion, in any setting. We identify individuals with continued TBI symptoms upon return home through the Post Deployment Health Assessment and Reassessment, with referral as appropriate. Our primary care providers employ the most recent clinical practice guidelines for concussion management. Our efforts are closely coordinated with the other services through our TBI Quad Service Working Group.

### **Suicide Prevention**

Suicide prevention remains a high priority for Air Force leadership at every level. Our prevention program is an integrated network of measures that focuses on reducing suicide through community support, education, early identification and treatment of those at risk. The program was designed with 11 overlapping elements to enhance the capacity of the Air Force to recognize and respond to Airmen in distress.

We are committed to strengthening and improving our program. Some recent suicide prevention initiatives include live training for all installation suicide prevention program managers and an Air Force-wide suicide prevention focus group to gather feedback and ideas from our Airmen to help us address underlying causes.

### **Child and Youth Development Programs**

The Air Force has continued our commitment to ensuring quality child care is available to our Airmen and their families. The availability of child care is critical to ensuring our Airmen are able to focus on the mission knowing their youngest family members are being cared for within quality Child & Youth programs. With your help, we have been able to effectively reduce our waiting lists for care in several of our key locations. Facilities and personnel have been addressed through a robust construction effort, and we are now working to ensure supplies and equipment are available for our child care program that served 61,000 in Fiscal Year 2012.

In addition to brick and mortar facilities, our Air Force Expanded Child Care program provides assistance in a home-based setting for Airmen who need care during unusual shifts, extended duty hours and drill weekends. This type of care is mission-critical, particularly in locations where community-based care options are both few and costly. Through programs like Extended Duty Care, Missile Care, Supplemental Care, and Returning Home Care, the Air Force is able to provide a wide range of support to our active and reserve component families.

Additionally, our Air Force Youth Programs have taken a comprehensive approach to resiliency by integrating elements of resilience concepts throughout the experiences we provide to youth. We recognize the importance of providing meaningful opportunities during the out-of-school hours which can be peak times for “at risk” behavior, particularly in light of reduced school district and community service budgets. Through a variety of fitness and health, deployment support, resiliency building, and community service efforts, we provided sports, camping, and academic enrichment activities to 151,000 Active Duty and Reserve Component

youth around the world. In its third year of establishment, the Air Force Teen Council offers advocacy opportunities and leadership skills while helping our teens develop resiliency and contribute to the larger Air Force community.

Our Exceptional Family Member (EFM) program provides targeted assistance to Airmen who have family members with special needs. In Fiscal Year 2012, we continued strengthening this program to provide our families with access to greater resources that will assist them in effectively balancing mission requirements with family care responsibilities. We have 35 full-time family support coordinators at Air Force installations which had high numbers of EFM (175 or higher) at program conception. In Fiscal Year 2011, Respite Child Care was launched at seven locations to provide support to parents of exceptional family members. The program is now in 28 locations and will expand to approximately 15 more by the middle of this year. Through the generous support of the Office of the Secretary of Defense, 100 accessible child care playgrounds and community nature parks are in various stages of design and construction and will support family members with special needs.

### **Airman Education Opportunities**

The Air Force has the most educated enlisted force in the world. Every Airman entering service is automatically enrolled in an associate of applied science degree program through the Community College of the Air Force (CCAF). Since April 25, 1977, CCAF has awarded more than 408,000 degrees that correspond to each member's career field. Currently, more than 21,000 enlisted Airmen have bachelor's degrees or higher and 23 have earned a doctorate degree.

Air University's Associate-to-Baccalaureate Cooperative is helping Airmen who have completed CCAF degrees apply those credits toward a bachelor's degree. Over 22,000 Airmen are currently participating and 1,608 bachelor's degrees have been awarded through this program alone.

Additionally, we are focused in the area of professional credentialing in order to broaden the development of our Airmen. The Airframe and Powerplant certification program is one of our four credentialing programs. It codifies the training and experience for over 75,000 aircraft maintainers, enabling them to earn the Federal Aviation Administration's mechanic certification.

Finally, CCAF is currently engaged in developing credentialing pilot programs and policies that support the White House Veteran Employment and Credentialing Initiative and the Fiscal Year 2012 National Defense Authorization Act, Section 558 mandate.

We are convinced that opportunities like these directly increase Air Force recruitment and retention as well as enhance our Airmen's professional capabilities.

### **Airman & Family Readiness**

We continue to foster better communication to family members through our Key Spouse Program. The program designates one volunteer family member in each unit to disseminate information from installation leaders to other unit family members. This builds a greater sense of community, especially when families are separated by deployments.

We continue to make steady progress in support of Air Force dependents attending public, private, DoD Dependent Schools, home, and virtual schools. Civilian (or military designee) school liaisons and staff at our Airman & Family Readiness Centers provide support to

base leaders and families through advocacy with local and state school administration and school boards.

Forty-three states have passed legislation to establish an Interstate Compact on educational opportunity for military children in state and local school districts. The Interstate Compact helps to ensure military children are not negatively impacted in school by their families' service to the nation. It is aimed at providing educational solutions on class placement, records transfer, graduation requirements, immunizations, and exit testing, as well as allowing late entry to extra-curricular activities and sports teams.

About 50 percent of Air Force spouses seek employment with each military move, making spouse employment a consistent challenge. In many cases spouse employment constitutes almost half of an Air Force family's income. It is no surprise that Airmen report this as a very high quality of life concern.

Unemployment compensation for spouses of service members continues to be critical to Air Force families. Support for unemployment compensation acknowledges military spouses need reasonable time and resources necessary to find suitable employment or meet licensing or credentialing requirements each time they move. We look forward to all states properly compensating spouses who move because of their military obligation.

### **Housing**

Quality housing ensures our Airmen and families have a strong supporting foundation. We are providing this through military construction (MILCON) and housing privatization. As we progress through 2013, we look forward to completing privatization of all housing in the continental United States, Alaska, and Hawaii. Housing Privatization allows us to deliver high

quality homes to our members more quickly than ever before, and at significant savings to the taxpayer. We also continue to invest in sustaining and modernizing overseas government-owned housing. We are thankful that Congress approved \$79.5 million this fiscal year to upgrade housing infrastructure in Okinawa, Japan, and to upgrade infrastructure and improve family housing units at Misawa Air Base.

We are also deeply committed to providing quality dormitories for our unaccompanied Airmen. Our focus remains on providing an environment of care, development, and mentorship for our Airmen. Our dormitory campuses are not just a place to sleep; they are a place for young Airmen to adjust to military life and build a strong sense of community. This year we hope to invest \$42.5 million to build new dormitories at Joint Base San Antonio-Lackland, Texas and Thule Air Base, Greenland.

### **Military Construction**

For several years, the Air Force has chosen to take risk in infrastructure in order to invest in modernization efforts. Though we intend to continue modernizing our force, we also expect to support our Airmen by renovating and replacing aging facilities and infrastructure in the coming years. We continue to prioritize our program to cover our most critical MILCON requirements to take care of our people, ensure our installations are Ready, Capable, and Viable to support the Defense Strategic Guidance and Air Force core capabilities that we provide to Combatant Commands. Since 2000, and with the generous support of Congress, the Air Force funded 124 military construction projects totaling \$834 million for child development centers and fitness centers. This represents a significant investment to improve readiness and the quality of

life for our Airmen, but requirements still remain. We have \$43 million in projects programmed over the next five years to continue our efforts in these areas. Again, the continued support of this Subcommittee is vital to the success of these MILCON programs supporting our Airmen and their families.

### **Conclusion**

Chairman Culberson, Ranking Member Bishop, members of the Subcommittee, thank you for this opportunity to represent our incredible Airmen and their families through this testimony. Our Airmen are truly doing amazing work around the world every day.

The contributions of Air Force families cannot be overstated. These men and women take care of the home front while our Airmen are employing and enabling airpower around the world. Families stand strong while loved ones deploy to war zones in foreign countries. Their faith and support is critical to our Airmen and enable the focus and dedication our complex missions require.

Thank you again for your continued support for our brave Airmen and their supportive families.