



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

4 September 2024

Fourth Air Force Airmen,

As we ramp down FY24 and gear up for a fresh fiscal year, I want to inspire and empower our SNCOs to drive our force forward with renewed focus, energy, and purpose. Great Power Competition is not just a concept; it is a reality that demands our adaptation and readiness. Lt Gen Healy's action order emphasizes two fundamental principles: We must be Ready Now while Transforming for the Future.

Your mission is clear, hold the line with steadfast commitment. Per the *Enlisted Force Structure*, Senior Non-Commissioned Officers are entrusted to lead. As Chief Dennis and I travel throughout the country, we see many infractions of our fundamental rules which govern our military code. We serve, and we must continue to have and instill pride because of that personal sacrifice in service. One example of how we demonstrate that pride is in our dress and appearance. Each one of you are expected to hold the standard and are empowered to make corrections. Immediately address violations and misconduct (AFI 36-2903). Our traditions, heritage, and uniform symbolize service, honor, and duty. *Do not wait, lead!*

It is vital that you focus on personal development, leverage resources, and forge partnerships with other Airmen and sister service organizations. Encourage creativity and innovative solutions. Sharing your expertise and knowledge through mentoring is a key contribution to the growth of our next generation of warriors. Embody a growth mindset, foster an environment for continuous improvement, and challenge Airmen to embrace our diverse set of competencies (AFH 36-2647). Remember, promotion and recognition should be reserved for those who maximize efforts rather than those who barely reach the minimum target. Elite leaders train and develop extraordinary professionals. We must do all this while keeping a keen eye on the fundamentals. Our business is inherently dangerous, every "warning and caution" is written in blood.

SNCOs, you are the pillars of our force, NCOs are the backbone, and junior Airman are the Future. You all have a significant responsibility for executing the mission. Recognize that some incredible Airmen are waiting for phenomenal leaders to guide them to the next level. One day, your journey will see your service end; how will history define your legacy? We do not demand perfection but ask that you give your very best. The moment is now; seize the opportunity and boldly forge ahead for our Airmen. Leadership is a privilege, and it's crucial that you uphold these standards. Our Airmen deserve unwavering dedication and commitment.

TRAVON W. DENNIS
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