

Dusty's comments in Red.  
John of Argghhh!'s are in Olive.

This is a memo from a meeting of senior AF leaders on the state of the Air Force. There are legitimate concerns in here.

There is also evidence of \*why\* there are concerns in here, as revealed by what the senior leaders think is important, and how they see it.

Mind you, all 5 of the Armed Services have equivalent documents, with their own unique organizational pathologies and blind-spots.

This one just got out into the wild. Any of us field grade-equivalent milbloggers (that would include Hook, 74, and the other senior enlisted guys) could savage any service's equivalent document. Why? Because most of us moved to blog didn't/don't drink the Kool-Aid – which is why we blog and don't have E-Ring offices at the Pentagon. The path to stars, outside of war, rarely includes being a smart-ass who points out the state of dishabille the Emperor is in. It's cute in kids (you're safe for a while, Noonan) but the big guys find it wearisome in putative adults.

And the 'kids' would savage them in entirely different ways - showing just how much Kool-Aid we more senior guys actually \*have\* drunk...

#### Chief Murray (CMSAF) comments

- 12% reduction of the force will be more difficult than the 40% reduction in early 90s. I wonder how many HQ/Pentagon "suits" are being reduced...
- If you are not bold and accept challenges to lead the force, you're in the wrong business Things the Chief has to say...poor guy. Although, I've never been 100% impressed with the people they pick for this job.
- AFSA—Lead people to Veterans homes—CCM responsibility.
  - Veterans love when military men and women visit in uniform.
  - CMSAF would like for this to be an action item for each base
  - CCM should build folder and pass along to next CCM
- 17,000 CCAF graduates last year
  - 1615 AFIT Bachelor degrees in 58 courses (18 Master degrees)
  - Total 100,000 graduates—PME/CCAF/AFIT
- Gen Mosley's priorities
  - Win War
  - Modernize/recapitalize equipment
  - Develop and care for Airman I hope that includes ETACs
- Age of airframes

- 1973 9 years
- Today 23 years
- Col 06 SERB next year. CMSAF said NO enlisted SERBS
- SF Forces will be composed of E-1 through E-4 just like the USMC
  - Less NCOs and Officers in the SFS
- Force cuts of 20,000 next year (already 6,000 short) leaving 14,000 for next year
- Prior enlisted Lts with 14 years and a break in service could find themselves out and they can't return to the enlisted force. **I sure wish there was a way to do this selectively...**
- CCAFs and PME: 98% of E-8 promotions had their CCAF and 100% of E-9 promotions had their CCAF.
- Policy letter is coming. Currently with the Chief of Staff of the USAF and has been staffed to address Senior Rater Indorsements and stratification.
  - Lack of a CCAF and completion of PME will result in NO SRI.
  - If a member is NOT promotion eligible they will NOT receive an SRI
- Stratification--Only those who have completed PME/CCAF can be stratified
- Enlisted pillars are Training, Education, and Experience **"Operational leadership experience" would be nice...**
- Two additional weeks of BMTS—we need to adapt to them **I wonder what the f\*\*k that means...**
- NCO Academy concerns: Sending someone to Academy with 6 months TIG versus someone with 24 months TIG
- Possibly another PME tier for Amn and then NCOS
- Air University degree VS CCAF Degree! (It is time to change the name from the Community College). Additionally, a 4 year Bachelor degree is being discussed.
- Enlistments: No more enlistments is being discussed for enlisted personnel (maybe)
  - Manage the force with different terms—just like the officers **I hate this kind of blurring of the lines shite in the USAF...**
- Most important Chiefs are not CCM's **...uh huh...** (From Chief Murray and he was very passionate about this....CCMs work for all enlisted. CCMS must foster all relationships.
- We need a better performance rating system for the future. The one we use now was designed for a cold war era...change is coming.

## SEC AIR FORCE

- Air Force in transition
  - Innovation and change—vision for the future
  - AF has an aging fleet
  - Revenue issues (the new tanker must come from another program)
    - Funding is the main issue (how do we pay) **Um, I'd say the main issue on the tanker was the fact that the Air Force acquisition mafia acted like a bunch of crooks and they have no effing credibility with Congress.**
  - We must recapitalize our Air Force and our force
  - C-1 Status is a must
  - Fuel costs are killing us—USAF is the largest consumer of fuel
  - Personal costs—TRICARE is killing us too—no indexing of Co-pays. We need indexing back **[Damn'd Greedy Geezers! Of course, the fact that the Services, DoD, two Administrations and 5 Congresses were asleep at the switch had**

nothing to do with this. It was those Damn'd Greedy Geezers! So, we'll balance 10 years of neglect with huge immediate increases (as in tripling), and two smaller, subsequent ones. \*And\* we'll be very Progressive about it – by making officers as a class pay more than enlisted. Too bad about those company grade/early retirees/Reserve Component retirees whose paychecks are equal to and in some cases less than senior AC enlisted retiree paychecks... and you'll want us to help with recruiting, right?]

--Priorities

- Tempo of War—must be sustained
- Must recapitalize the USAF
- Personnel—Size of the force must be balanced
  - Integrated force (Total force Integration)
  - Concerns over command authority
- Future of USAF—Must have best ever Airman
  - Mission: Sovereign options for the defense of the US and its interests
  - Medical airlift—90% survivability if wounded in Iraq.

### AIR FORCE SMART OPS

Air Force Smart Operations (AFSO) for 21<sup>st</sup> Century (Lt. Gen Wetekam/Deputy Chief of Staff)  
**I can count on one hand the number of USAF generals I *both* like and respect...Don Wetekam is one of them.**

--We must work smarter with our processes especially since the age of our fleet is 23 years old and soon to increase to 25 years in 2011.

--AFSO 21 is not the reason for the reductions but a strategy to deal with the drawdown effectively.

--Manpower costs rising 6% annually

--Process engineering is Organization, policy, and technology

--Process engineering is the core of the change

--At Toyota we get brilliant results from average people managing a brilliant process...others get average results from brilliant people managing broken processes.

--Key principles of LEAN

--Value, value stream, flow, pull, perfection

--LEAN promotes a systematic method of identification and then eliminating non value added activities (i.e. waste)

--Typical process has 5% value added

--What is AFSO 21? It is a unique AF model using portions of LEAN, Six Sigma, Theory of Constraints and common sense.

--Focus on combat capabilities

### General Wood (Planning for **tomorrow's** Air Force)

--Challenges/Concerns/Opportunities

--OSD Reductions

--753 affected core AF missions—program budget decisions

--QDR—Joint Air Capabilities

--Excess vs. overmatch

- Current Operations
  - Misperceptions of USAF role in irregular warfare and global war on terrorism
  - No recognition for space, mobility, airlift, medical contributions
- Total Force
  - Legislative obstacles to streamlining the Force
- BRAC
  - Submissions did not garner planned savings

Lt. Gen Brady—Deputy Chief of Staff for Manpower/Personnel

- Salary: 34% of the budget is for salary of AD military **and, therefore,...what?**
- Field Operating Agencies (FOA) will get more authority and control
- AF Functional provides policy and direction
- MAJCOM provide CC's intent to units, units will have direct line of communication to Field Operating Agencies.
- We must maintain the AEF with a different, not just a smaller force
- Example of bureaucracy
  - For a troop to get upgraded the supervisor recommends the action, the CC also recommends approval and it goes to the MPF and then to the MAJCOM and then to HQ USAF. We have checkers checking on the checkers. We must do this smarter and more efficient.
- Welcome to government SOPs, dude...**
- 263 different career fields in USAF...we need about 100 and that is going to happen
  - Career fields will merge together (Saving technical school) **This makes sense...**
  - Example: Personnel 36P & Manpower 38M may become 1 career field (37M)
- AEF Center to be merged with AFPC (makes logical sense to be merged, but there is a push-back from Legislative leaders in Virginia)
- Force shaping program
  - FY 06 enlisted shortage and officer overage. Early retirement in 2007 is a possibility
- EES IPT
  - Convened Jan 06 at Scott AFB
  - Considered changes to feedback, EPR and LOE
  - Evaluated sister service performance evaluation systems
  - Administer changes coming ASAP—maybe one side EPR only
- Chief Billet review
  - CSAF has approved—Chiefs Group takes assignment actions now
  - CCM Game planning. New procedures coming in Oct:
    - Selectee reports or retires
    - Senior rater bids on talent
    - NAF and Higher positions remain the same
- 36-2903 Signed and Out
- SRI changes on the horizon; CCAF requirements also being discussed
- CMSAF is classified as a DV-4, equivalent to a three-star **...of course he is...he always considered himself one anyway...**

## Services Brief

- 9,184 Active Duty personnel in services career field; 41,641 civilians
- SVS was named AFA Team of the Year for 05; selected by AFA and CSAF ...heh...
- All Combat fatality funerals attended by a General Officer ...might not be workable if the shite really hits the fan, but it's a nice gesture...
- Two military member small honor guard was to be located at all civilian airports. Escort officers for remains plus one from local unit. (Mortuary officer, FLO, etc) ...another nice thought...
- Air staff & MAJCOMS: 1 June realignment for SVS & Personnel.
  - 5 Years until bases combine
- Fitness centers are a priority (not other services) ...another nice thought...
  - 300 million to build gyms
- CDC's
  - Increasing the space in many centers but Wings must pay for the child care providers
- Fit factor for youths
  - Age 9-18 years old
  - Kids and families getting together to get fit
    - Test bases are PACAF and USAFE. Others are coming on line.
- Chili's restaurant in Osan AB
  - Some stateside bases will get one too...personally, I'd contract out ALL restaurant activities...
  - Protocol policy—to be published 1 June 06
- Provisional Reconstruction Teams (PRTs) ...???...[John of Argghhh! Notes: Teams of AF personnel deployed as augmentees to Army units to help with rebuilding Iraq and Afghanistan]
  - 60 days training at Ft. Bragg—14 troops (AF Wide) got 15 days notice to deploy for 365 days.
- Club Operations
  - Discontinuing club membership as we know it
- VOQ Construction program
  - Increasing construction AF wide
- Safety
- VRED—Virtual record of error data
  - required by law
- SGLI—Young troops are canceling SGLI
  - Some do not have the right beneficiary
  - If family situation changes ensure the troop updates records
- #1 reason people die in vehicle accidents is NOT wearing their seatbelts!!
  - Backseat personnel are not wearing seatbelts too
- Suicide rates
  - FY 04: USAF has the highest rate of any service ...???...
  - 18-25 year olds are at high risk
  - <https://afspp.af.mil> for additional information
  - Summer of 2005 we had 10 car deaths and 12 motorcycle deaths
- Suicide by year

--FY 06	26 (as of 1 May 06 and 101 critical days of summer is left)
--FY 05	24
--FY 04	29
--FY 03	15

--Motorcycles deaths by year

--FY 06	7
--FY 05	5
--FY 04	6
--FY 03	7

--Car Deaths by year

--FY 06	18
--FY 05	18
--FY 04	27
--FY 03	25

#### BMTS Update by CMSGT Sargent

--We are no longer folding t-shirts in 6" squares—they are now rolled ...PUSSIES!!! (it was 3x9 anyway, wimps)...

--NOTE: Attention to detail is still a priority but less time is spent folding t-shirts

--Saves time for War Skill Development training ...BWAAAAHAHAHAHAHA!...

#### --PT Program

--6 Days a week—3 days anaerobic and 3 days aerobic

--To graduate a male must do 45 push-ups, 50 sit-ups and run 1.5 miles in 11:45 ...see comment above, under "folding t-shirts"... [John of Argghhh! Notes: Army requires 42 push-ups, 53 sit-ups, and two miles in 15:54. Pretty close, really. On a whim, I checked the current standards for my age – I can still pass push-ups (25) and sit-ups (30) (I just did, puff, puff), but I'm about 80 pounds away from passing the run at 19:30. (Those are minimums)]

--Effective Oct 07 BMTS will expand to 8.5 weeks (2 weeks longer)

--No more warrior week—called Field Training -John of Argghhh! Notes: What, "Warrior" was damping recruiting? In this war, it's the enlisted that are getting killed.

Assigned to an EAF from day 1

--M-16 training weapon- a real weapon (but modified not to fire) [John of Argghhh notes: Interesting use of the words "real weapon" in conjunction with the phrase "but modified not to fire." A more accurate description would be "formerly a real weapon that has been modified not to fire," which begs the question, why not just buy Airsoft and be done with it?] Dusty sez...see comment above under "War Skill Development training"...

--Due to safety—cannot ("cannot" is one word...zzzzingggg!) have weapons around the recruits - [John of Argghhh! snarks: Really? And you wonder why you get the "Armed" service jokes?]

--No one is required to guard the weapons [John of Argghhh snarks: Can't have that - securing weapons would be... um, well, er, \*military\* and might hurt recruiting?]

--Weapons is a 100% replica of original M-16 & field stripes the same [John of Argghhh snarks: But wait! I thought it was a "a real weapon (but modified not to fire)" and not a replica? Snerk snerk snerk.]

--8.5 Week Program consists of three phases

--Deployment Preparation phase

--Deployment

--Reconstitution phase

--8 Weeks is as follows

--Week 0: Indoc of new Airman

--Week 1 & 2: Initial War skills [Given other comments here: Can you say that? War? ]

--Week 3 Combat life saving skills

--Week 4 Threat awareness (CBRNE)

--Week 5 Readiness Warrior (confidence course)

--Week 6 BEAST: Base Expeditionary Airman Skills Training Deployment...nice USAFA rip-off..."Beast" is Doolie Summer... [John of Argghhh! Notes: Funny, "Beast Barracks" is also Plebe Summer at USMA... wonder which came first?]

--Week 7 Airmanship

--Week 8 Graduation

#### MEDICAL BRIEF LT GEN TAYLOR

--1,000 medics in the field and 1/4 are guard and reserve

--60% of our deployed medics are for joint requirements

--Medevac: 36-48 hrs—can be in US hospital (Great airlift)

--10,228 medics in USAF

--BRAC Results in relation to medical care

--Has reduced inpatient care by 29%

--An additional 39% is still above utilization

--No more medical records. All will be scanned into computer. Chiefs done first

-- \$64M a month for health care

-- 4,430 Airmen saw 10 different providers and was prescribed 20 different drugs in 2005

--Code C

--6% of our USAF in some sort of deployment limitation

--Of that 6%, 31% are pregnancies, 27%, musculoskeletal issues, and 9% mental

--No significance spike during AEF time period

--Profile by Rank

--TSgt 4.1%

--MSgt 5.1%

--O-5 3.2%

--O-6 4.0%...did I just get compared to a MSgt? Heh...

--The rate has been stable for 24 months

--Assignment Limitation Code--<2% of the force

--260 1<sup>st</sup> Term Airman are ALC-C

--Plan is to stratify Code C's

--Some could go to AI Ueid

--C-1, C-2 and C-3 (no deployment for C-3)

- Commanders and 1<sup>st</sup> Sgts are the key to this program
- 4T profiles will be sent to the Units first and then on to the MPF's

HQ AFPC MAJ GEN PRZYBYSLAWSKI

- NCO Retraining/CJR's (Is the key to balancing the force)
- Personnel Delivery execution (PSD Execution)
  - Get ready its moving forward and moving fast
  - Airman will adapt much faster and easier than older members
  - We want face to face service and they want computers
    - 1<sup>st</sup> Weekend over 1,900 hits on PSD
- AFPC and AEF Center merger is going to happen
  - Currently being slowed by Virginia politicians (Job loss) ...pffft...it ain't *that many jobs...*
- 365 day deployments (TDY's)
  - Over 3,000 have been agreed for FY 07.
- NCO Retraining program
  - Target 1,100
  - Voluntary (closed) 292
  - Involuntary (as of 20 Apr) 247
  - USAF has only retrained 539 (50%) of 1,069 targeted individual's.
    - AF is NOT meeting its goals...*I find this sort of thing fascinating—so, Tony P, what are you doing to meet your own goals? C'mon General, make it happen. Sheesh. Or did I miss something?...*
  - 15 May 06: Cut-off to complete admin perquisites for re-training
- CJRS
  - 898 Available
  - 474 Issued
  - Eligible 1743
  - Separated/Retrained 994
    - NOTE: AFPC CC has override authority
- Personnel Service Delivery (PSD)

Self-Service	AIRMAN	Base Front Line
WEB	Contact Centers	Face to Face
	Phone/Email/Fax	

- 2006: 4 Spirals
- 2007: 3 Spirals
- 31 March was the starting line---not the finish line

- AFPC and AEF Center Merger (Moved to AFPC)
  - Synergy between deployments and assignments
  - Single OPR managing personnel requirements
  - Optimize personnel management
- 365 day deployments

- 700 today and growing to over 3,000
- 2 Dec 05 received tasking for 172--Provisional Reconstruction Teams (PRTs)
  - 96 Volunteers
  - 149 Non-Volunteers tasked to reach 76
    - 25 on profile
    - 18 Separated/Retired
    - 18 Quality Force
    - 12 Miscellaneous
    - 73 Fall Out
- Examples
  - Nov 05—received tasking for 1 Airman for RFF
    - 1 Volunteer, changed his mind on 13 Mar
    - #2, #3, #4, #5 Airman Separated
    - #6 Airman notified on 22 Mar to take deployment on 26 Mar
      - Airman stepped up to the plate and took the tasking
      - No communication between AFPC and AEF Center
- 25% of all 365 day taskings received with < 90 days before DRI or training start date
  - Goal: minimum 30 days notice for 365 day deployment
- Every Airman eligible to take 365 day TDY's
  - Changes to code 50 is coming (Code 50 prevents many from consideration)
  - 3 Day Opt vs. 7 day opt when training start date is less than 90 days

### Chief Sullens Chief of the Chiefs Group Brief

- All Chiefs records are electronic
  - 2005 805 Chief Retirements
  - 2006 495 Chief Retirements
- 2 of 3 Group Superintendents become CCMs
- CCMs remaining on the list
  - CY 04        37 remain on the list
  - CY 05        53 remain on the list
  - Total of 90 Chiefs on the CCM list
  - However, no volunteers for Al Udeid, 2 for Beale, 2 for Lackland and just one volunteer for Kunsan AB Korea.
- Changes will occur in Oct 2007
  - You will no longer be able to just volunteer for a particular job.
  - You will pick regions
    - Senior Rater can pick best qualified vs. best choice of who volunteered

### 1<sup>ST</sup> Sgt Brief

- 36-2113 dated Jan 06 is signed and should be on the streets soon
- Being removed from the regulation
  - 1<sup>st</sup> Sgts doesn't have general supervision of all troops
  - Reason: Most shirts are much longer, i.e. 15 years
- 1<sup>st</sup> Sgt authorizations—currently 100% manned
  - E-7 988 992 101%

- E-8 254 251 99%
- E-9 52 56 112%
- 92% approval rate of shirts at AFPC
  - 3 + 3 and 50% returning to the field
    - AFPC approves 3 year tours (Functional will have input)
- Currently deployed
  - E-7 60
  - E-8 16
  - E-9 00...???...hmmm...
  - Tot 76
- Years of service for shirts
  - 11-15 years 32
  - 16-20 years 538
  - 20 plus years 729
- All 1<sup>st</sup> Sgt assignments will be back on equal
- FSSP is here to stay
  - 75 will be trained in Jan and another 75 in June
    - They will take what they need after that to ensure 100% manning
- Promotion Rate for shirts who return to their career field after 3 years is 42%.
  - Another 21% tested as 8F, got promoted and then return the to their career field

#### CHIEF MURRAY COMMENTS

- BMTS Prepared for war fighting. Oct 07 8.5 weeks for all trainees
- Training weapons are real but they do not fire ? [John of Argghhh! Notes: *At least \*someone\* knows it's an Armed service.*
- Medics: Chief Murray thinks they should be named team of the year for 06/07
- Costs of medical care is going through the roof and senior leadership MUST raise the cost of yearly payments which will save us \$11B
- Suicide rates and going up and up and up from 04 to 06
  - On 23 Apr we had a suicide and another person died in a vehicle accident by falling asleep at the wheel
- EOD deployments will be 6-months
- CJR-Concerns
  - Must make your window...it's your responsibility
- NCO retraining—Over 1000 missed their cut-offs and may have lost any chance of remaining in our USAF
  - KEY: When dealing with CJR issues keep your emotion in check and be like Sgt Friday on Dagnet and say, “Just the Facts”.
- 1<sup>st</sup> Sgt Management: They must be the best SNCO's we have
- No different standards for the Guard/Reserve/AD
- 4 CCMS relieved of duty: moral issues, criminal issues, and ethical behavioral duty
- 1<sup>st</sup> Sgts must have 100% accountability and readiness of their units
- PME promotion withholds:
  - 500 SrA currently in withhold status AF wide (This is a shirt responsibility)
  - Line numbers—ALS—Deployments—Do the waiver

- MAJCOM approves the waiver and this may be delegated to Wing CC
- Drinking habits must be attacked as a culture of choices & the CIAB must be involved
  - Drinking habits breeds other problems—assaults, suicides, etc
- FTAC's and ALS school in Turkey got involved
  - Went to clubs, main gates and dorms and observed behavior of their peers and got involved and took action. ...this sounds pretty cool—not to mention effective...
- Cultural of choices document—released from A-1 to CAIB
- Enlisted Spouses Club: How many Chiefs and shirts are engaged with the ESC?
  - Who's leading and mentoring the junior members of our force...shack!!...
- DAC report—get it and read it
  - 40 year retirement is being discussed...and they're downsizing the force...
  - Longevity raises after 26 years is being discussed...and they're downsizing the force...
  - Matching TSP is being discussed
  - Retirement system being looked at—received full retirement at age 60...and they're downsizing the force...this is a good way to get fresh blood...or not...
  - 10 Years—vested for \$\$\$\$\$

#### Gen Mosley

- ELF Missions started in 78/79 in the AOR and we've been there ever since
- Jan 91 Desert Storm—For the most part it's been the USAF ONW/OSW Etc
  - Army, Marines, Navy for the most part weren't there!
- 4 months/120 day TDY rotations are here to stay
  - Marines looking to reduce to 7 months
  - Army looking to copy the AF's AEF (What does this do to airlift)
    - NOTE: USAF has been in the fight for over 15 straight years.
- New combat armored vehicle is going to be purchased for 700,000 dollars...and cost 50,000 to build...
- Expeditionary tech schools are on the horizon
- Battlefield Airman—is what we are moving to and we are moving very fast
- 51 Airfields in CENTCOM AOR
  - Operated in 38 for combat operations
  - Currently in 18
- Gen Mosley: We will be in this thing for a very long time
- Recapitalization must be done but is hard to do when you've been fighting for 15 years
  - Oldest AC inventory ever 23/24 years old
- Current 707 is an early 50's design and in the late 50s we purchased 100 a year
  - Currently 114 E- models and he would like to shorten all...NOW!
- 470 new tankers is needed
  - 15-20 a year for 30 years
  - Can't retire any airplanes...only Congress can retire an AC...tell me about it...heh...
- 111 C-5 AC in the inventory
- C-17 production is slated to stop
- 530 C-130s in the inventory
  - Fuel cost the government \$10B a year

- Very close to refueling a UAV. It will happen later this year
  - They can stay up long periods of time---40 hrs
- Make no mistake about it, the 40,000 man reduction is to pay for recapitalization
- 50% of USAF have NOT deployed yet. Why?
- 10 months longer than WWII. War on Terror here for the long haul
- 25,000 not in an AEF bucket
- 10,000 on medical waivers
  - Doctors told Gen Mosley that 5,000 is average (pregnant etc)
  - When AEF rolls around why do the same people have issues?
  - Gen Mosley spoke with the medical experts last week and changes are coming
    - Waivers were discussed as was shirts and Commanders not knowing
- Warfighting Air Force—Not a garrison USAF
- Must skinny down the MAJCOMS that were molded for a cold war.
- 263 AFSC to be reduced to about 100 AFSC's
  - This will reduce tech schools and save money
- Yes, every 2<sup>nd</sup> Lt. outranks a Chief but we must help him become a great AF officer. ...and what is the CMSAF's VIP equivalency code again?...heh...
- Uniforms...some of the stuff below is just inane...
  - ABU is close to closure
  - No slanted pockets
  - Pockets on legs so they don't interfere with armor.
  - Patches: Something to be said for our heritage
    - No Velcro -- the Army is having problems with their Velcro uniforms...What? They can't figure out how they work? My snark. We're even...
  - Boots: No pigskin boots...USAF succumbs to dhimmitude...and there will be women sizes...both pregnant and regular?...
  - Hat: Has not been finalized, 6 point versus regular style...I like the chef look, personally---what the hell, it isn't any sillier than a beret...
  - Patches not finalized
- New Blue Service dress uniform...it will happen during my watch...ghaaaaaa!!!!...
  - Current one looks like a cheap sport coat
  - Will have 4 flaps, 4 buttons and the cloth may be a different--wool and polyester
  - Women's will be a little different. Both male/female uniform have been tested
- Looks very military and it will be tailored