



U.S. AIR FORCE

Policy Letter

Digest

Policy, News and Issues from Headquarters U.S. Air Force

December 2001

Nation needs us now more than ever

*By
Gen. John P. Jumper
Air Force chief of staff*

As operations Enduring Freedom and Noble Eagle continue to evolve, we are learning more about their impact on our aerospace expeditionary force rotation patterns. We have all heard the president and secretary of defense speak. This will be a long struggle and our expeditionary Air Force must adjust to its pace and rhythm.

Already, in two short months, the war on terrorism and protecting our homeland from further attack have put significant strains on our air and space forces, as well as our Air National Guard and Air Force Reserve.

You have responded magnificently to unprecedented events — our nation is proud of its Air Force. We still have much to do, and it's important that I explain what we've done over the last two months and what you can expect in the future.

On Sept. 11, our Air Force — our total force — was among the first to respond, launching interceptors and tankers from alert across the United States. Within hours we provided disaster assistance and began flying homeland defense missions that have continued around the clock since then — fighter, tanker, Airborne Warning and Control System, and air control squadrons all across America stood up overnight to prevent another airborne attack.

Our security forces also responded magnificently when, for the first time ever, all our installations went to Force Protection Conditions Charlie and Delta. We mobilized the Air Reserve Component in large numbers, and they have met every challenge at home and abroad.

Once it became clear we needed to send air and space capability forward, we responded with forces from the on-call aerospace expeditionary wing supplemented with residual capability from AEFs 7 and 8.

In addition, our global reach structure responded and established the air bridge, enabling our forces to deploy expeditiously. The requirements continued to grow, and we soon exceeded the capability resident in the on-call AEW and AEF pair. Staying within the AEF construct, we rolled forward to the next AEF pair, 9 and 10, which was in the spin-up process for their upcoming on-call period.

Unlike past experience, much of the deployment strain has fallen on our expeditionary combat support forces. Some high-demand support areas have exceeded their on-call capabilities in AEFs 7/8 and 9/10, and we have rolled forward into later AEFs.

We are in surge mode and will likely stay there for some time. Many have asked when we will rotate forces supporting Operation Enduring Freedom. We are studying all the options and anticipate making a decision before the end of the calendar year. We do not foresee the capability to rotate Enduring Freedom forces at the three-month point. We expect to provide relief in February or March.

It is important for everyone in the Air Force to realize the mission has changed, and they may have to spend more than the usual three months in the field. Also, in a few cases, we have insufficient capability to relieve currently deployed forces — a very small number of individuals, currently about a dozen, will be frozen in place until we can identify their replacements. We are working hard to reduce that number to zero so everyone can rotate. My objective is to keep the AEF construct intact as long as possible to maximize stability for our total force.

Looking to the future, in the near-term I expect we will experience significant impacts to our training, organization and resources. I have tasked the air staff and our major commands to analyze the short- and long-term

impacts of this war on our Air Force and our people. We will adjust our rotational patterns to meet the challenges we face and remain combat capable.

Our nation is at war with terrorism — there is no more “business as usual.” The AEF

essentials of predictability, stability, rhythm and capability will remain intact to the maximum extent practical, but we must do whatever it takes to continue meeting our war fighting and homeland defense commitments.

Roche discusses priorities during European trip

*By
Master Sgt. Joe Bela
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Europe News Service*

The eyes of all Americans are on us as we stand tall against terrorism — we must, and will, meet every challenge!

Discussing his four priorities for fiscal 2002 during a visit to Ramstein Air Base, Germany Nov. 23, Secretary of the Air Force Dr. James G. Roche addressed issues concerning today’s airmen and his take on the future of the Air Force.

This was the last stop for Secretary Roche, who toured several U.S. Air Forces in Europe installations during a five-day trip.

A proponent of positive change, Secretary Roche said his first priority is people, and that includes a continued commitment to tackling retention issues, especially among career airmen with 13 to 15 years of service.

“Why are we losing people at a point where, in a few more years, they could have a pension? Something is not right there,” said Secretary Roche. “I’m trying to understand this, and it’s one of the reasons why we’re devoting much attention to quality-of-life and family housing issues.

“We certainly want to learn more about what drives a family to want to leave the (Air Force) at that point,” he said. “Certainly, a booming economy during the last few years has drawn away some of our most talented people.”

The economy has stabilized, said Secretary Roche, and now “we have to focus on what makes Air Force life ‘not’ what it ought to be. We’re taking this very seriously in both enlisted and officer ranks.”

One way to attract and retain people is to improve quality-of-life facilities and services, said Secretary Roche.

“When you invest in quality of life, you retain highly qualified people,” he said.

“Let’s say we lose someone with 14 years of experience as a radar technician,” Secretary Roche said. “It will take us another 14 years

to adequately replace that person. So from an economical standpoint, improving quality of life is a sensible investment.”

Secretary Roche said another priority on his list focuses on strategy and the force structure. Both Air Force Chief of Staff Gen. John P. Jumper and Secretary Roche are trying to formulate a suitable plan.

“Of course, this process has been accelerated drastically since the events (terrorist attacks) in September,” he said. “Now we have to deal with something we never anticipated — homeland defense.

“This ties up aircrews and airplanes in the states every single day,” Secretary Roche said. “The Guard and Reserve do most of this work. That means these folks are not available to help us with our overseas rotations.”

Ultimately, the aerospace expeditionary force is being strained, he said.

Secretary Roche said the Air Force is trying to understand how events like the terrorist attacks in New York and at the Pentagon will affect the AEF concept over the long haul.

“How do we keep this up for one year, for two years, without destroying the AEF concept? That’s something General Jumper and I will have to solve as soon as we can,” he said.

Efficiency is one priority the secretary believes is right on track.

“In the case of USAFE operations, it’s one of the biggest ‘pickup basketball games’ I’ve ever seen,” said Secretary Roche.

“We’ve got airmen from here; we’ve got airmen from there. We’ve got some Guard, some Reserve and a lot of active-duty people coming from different units at different periods of time to serve a function.

“Managing people as well as assets and aircraft is a huge operation, and I’m far from

suggesting how we can make it more efficient. It's really rather awesome that it works," he said.

"My worry is that we can't answer the basic questions from some of our people," he said. "Questions like 'I'm already on rotation, will I have some time before I deploy again?' and 'When will Stop-Loss end?'"

"We've mobilized 42,000 Reserve and Guard: when will they be released? These questions are unanswerable at the moment," he said.

Addressing his final priority — innovation and reform — Secretary Roche said maintaining a high degree of competence and pride is the key.

He said the only way this can exist in an organization is if the leadership team, all the way down to the first-line supervisor, the noncommissioned officer, has that same philosophy.

"I'm struck by the fact that our airmen understand they're doing something that needs to be done. They feel they're doing something that's worthwhile and it shows," he said.

"It's a sensible caring for each other. Leaders need to worry about the folks who work for them," said the secretary. "The classic way of military thinking — 'My mission, my people, my self' — that has to continue. It's clear it's there; it's not broken. Don't fix it; just encourage it."

Lockheed Martin wins Joint Strike Fighter contract

Competition for the Air Force's newest multi-role aircraft ended in October when Air Force Secretary Dr. James G. Roche announced the winner of the Defense Department's Joint Strike Fighter contract in a Pentagon press conference.

"Both proposals were very good, but, on the basis of strengths, weaknesses and degrees of risk of the program, it is our conclusion that the Lockheed Martin team is the winner of the Joint Strike Fighter program on the best-value basis," said Secretary Roche.

This selection will allow Lockheed Martin's X-35B to enter the next acquisition phase — system development and demonstration, said Edward C. "Pete" Aldridge Jr., undersecretary of defense for Acquisition, Technology and Logistics, in comments leading up to Secretary Roche's announcement.

"Today's Joint Strike Fighter announcement is a momentous step forward in our efforts to recapitalize and modernize the Air Force's aircraft fleet," said Gen. John P. Jumper, Air Force chief of staff, in a written statement. "(It) is an essential element of our continuing transformation.

"The Joint Strike Fighter brings persistent stealth over the battlefield for the first time, and will enhance the lethality and survivability of American and allied combat air, sea and ground forces," General Jumper said. "This

dynamic multi-role aircraft brings a robust air-to-ground capability that will enable us to bring critical effects to bear on tomorrow's battlefield."

According to Mr. Aldridge, there will be three variants of the fighter: a conventional takeoff and landing variant for the Air Force; a carrier-deck compatible variant for the Navy; and a short takeoff and vertical landing variant for the Marine Corps and United Kingdom.

"The Joint Strike Fighter will be the world's premiere strike platform beginning in 2008 and lasting through 2040," Mr. Aldridge said. "It will provide an air-to-air capability second only to the F-22 air superiority fighter. The fighter will allow for migration by U.S. forces to an almost all stealth fighter force by 2025."

The source selection process was very strict, he said. It began when Boeing and Lockheed Martin were each awarded contracts to compete in the concept demonstration phase of the Joint Strike Fighter program in 1996. They began flying their concept demonstrators, the X-32B and the X-35B respectively, in 2000.

This "fly-off" was designed to provide insights on basic aircraft performance, including commonality, modularity, short takeoff and vertical landing, hover and transition capabilities, and aircraft low-speed handling qualities.

**Initiatives
allow
people
alternative
ways to
support
troops**

The Joint Strike Fighter is unique in that it is a joint program featuring a “family of aircraft” concept. It is designed to reduce development and production costs and the total cost of ownership by producing similar variants of the same aircraft for each customer.

The Air Force will be the largest customer, purchasing 1,763 of the conventional takeoff

and landing version of the aircraft. The Marine Corps is expected to purchase 609 of the short takeoff and vertical landing aircraft variant.

The United Kingdom’s air force and navy are also expected to order 150 of the STOVL variant.

The Navy is expected to buy about 480 of the carrier variant.

Military officials suggest new ways for Americans to show support for troops deployed overseas.

The initiatives provide alternatives to traditional letter-writing campaigns which were suspended because of attacks on America. Officials suggest Americans support the troops by helping the communities in which they live.

For example, people can visit a Veterans Affairs hospital or nursing home on behalf of military people who normally would visit but are now deployed or otherwise occupied with their duties.

Many military people volunteer to coach children’s teams, feed the homeless and aid their communities in a variety of other ways. Interested Americans can show their support and honor their military by stepping in to assist in these programs.

Although many towns do not have a military base nearby, military recruiters are stationed nearly everywhere.

Local governments and chambers of commerce are encouraged to reach out to these local members of the military, invite them to speak at community events and encourage members of the community to learn more about America’s military.

Members of a community who know families with a deployed person might want to offer their support by reaching out to those families while their loved ones are deployed.

A number of private organizations are developing Web-based methods for Americans to show support. While donations of food and gifts for delivery overseas can no longer be accepted, interested Americans might contribute instead to military relief societies.

The Navy has developed a Web-based alternative to benefit members of all services. The program can be reached at the Navy

LIFELines Services Network at <http://www.LIFELines2000.org> or <http://AnyServiceMember.Navy.mil>.

Those who want to send a message of support or holiday greeting to military people will find a simple process for delivering messages at these sites. The “Any Servicemember” program allows participants to select from one or all branches of the military.

To receive a message of support, military people will log onto the Web site and choose messages for their branch of service and home state. Those sending a message who wish to receive a response may include a return e-mail address. Since all messages are viewed on the Web, the military’s regular e-mail service is not affected.

These suggestions are in response to the suspension of the “Any Service Member” mail program for operations in Bosnia and Kosovo. Military postal officials will not be implementing a similar program for Operation Enduring Freedom. Operation Dear Abby, a morale booster for military troops overseas for more than 17 years also has been suspended.

Military people value and appreciate expressions of support from the American people, and these and other mail programs have been a significant boost to morale. However, recent mail-related attacks have resulted in additional precautions and safety concerns for the military.

The increased manpower required to ensure safe mail handling coupled with the increased volume of mail that letter-writing campaigns generate could exceed capabilities, and therefore cannot be supported at this time.

Normal mail delivery addressed by name to individuals will continue uninterrupted.

Stop-Loss needed for near future

By
Gen. John P. Jumper
Air Force Chief of
Staff

When terrorists attacked our nation Sept. 11, killing thousands of Americans in Washington, New York and Pennsylvania, it thrust our Air Force into the forefront of a new war, like no other we have ever fought. New challenges await at home and abroad, challenges which call for new levels of commitment and dedication, not only for those of us in the military, but everyone in America.

I am proud to report that our Air Force has risen to the task. From the moment those jets hit the World Trade Center towers, we have been on the very highest state of alert, at points in the United States and around the world, providing air and space assets to protect our country and our way of life.

That role took a more direct course Oct. 7, when Operation Enduring Freedom began with the systematic bombing of strategic targets inside Afghanistan.

Along with the new and challenging roles for our Air Force have come some very tough demands on our resources, particularly personnel. As a result, we have made a decision to continue Stop-Loss, extending across all Air Force Specialty Codes through the end of the calendar year.

This was not a decision that was reached lightly. Requirements for both Enduring Freedom and Operation Noble Eagle are evolving daily, which makes it difficult to release people from the force. We have never implemented a homeland defense program before, so we're entering new territory, practically on a daily basis. We continue to work closely with the Guard and Reserve,

striving to maintain the right level of vigilance.

The air staff in Washington, along with input from the major commands, scrubbed each career field in order to get an idea of the numbers we have, and the numbers we need. The bottom line is that we are in the early stages of developing the wartime requirements, thus to release any career fields from Stop-Loss at this time would be ill advised.

We'll take another look at the situation in January. That will provide some added personnel stability during November and December, at a time when we need it the most — during the holidays. Hopefully, by January, requirements will be better defined so we may be able to release some career fields from Stop-Loss.

In the meantime, I ask that you continue to display the same pride and professionalism that have made our air and space force the best in the world. That may require you to serve in a different career field than you're used to, allowing others to travel to forward locations, or to simply keep up the fight in your normal, everyday job.

Regardless of the role you play in the war against terrorism, take pride in the fact that you represent the greatest nation in the history of the world, one that projects its strength and power in a just and honorable manner. It is a fight we did not ask for, but one we accept in defense of freedom-loving people everywhere. We have fought and defeated the forces of evil many times throughout our existence. With your help, we will do so again.

Mandatory enforcement of new fitness testing delayed

Airmen will continue muscle-fitness testing, push-ups and crunches on an informal, non-pass/fail basis beyond Jan. 1, 2002.

"The extra change in an already turbulent time for our Air Force was a bridge too far," said Lt. Gen. Paul K. Carlton Jr., Air Force surgeon general. "We will continue to test as we have, delay any mandatory enforcement until our turbulence settles down, and then re-address."

"The fitness test has been discussed at some length for the entire test period," General Carlton said. "We felt the Air Force was not

yet ready to take on more change at this time."

Physical fitness is a readiness issue and directly related to the Air Force's ability to meet its global mission, said Col. Deneice Van Hook, chief of the Operational Prevention Division of the Air Force Medical Operations Agency in the office of the Air Force Surgeon General.

"This temporary delay is only related to how the Air Force assesses the fitness of its people and in no way reduces the need for Air Force people to maintain an appropriate level of fitness," Van Hook said.

All Air Force members must maintain an appropriate fitness level that allows them to perform their duties anywhere and anytime, Colonel Van Hook said.

Muscle fitness testing, push-ups and crunches will complement cycle ergometry testing, which is the best indicator for overall fitness, Colonel Van Hook said.

Foglesong becomes vice chief of staff

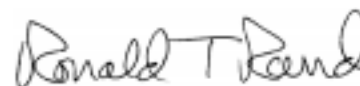
Lt. Gen. Robert H. "Doc" Foglesong was promoted to the rank of general before assuming duties as the Air Force vice chief of staff during a Nov. 5 Pentagon ceremony.

As vice chief of staff, General Foglesong presides over the air staff and serves as a member of the Joint Chiefs of Staff Joint Requirements Oversight Council.

Before becoming vice chief of staff, he was the deputy chief of staff for air and space operations at the Pentagon.

General Foglesong succeeds Gen. John W. Handy, who became the commander in chief of U.S. Transportation Command and commander of Air Mobility Command at Scott Air Force Base, Ill.

**AFRP 35-3 12-01
December 2001**



RONALD T. RAND
Brigadier General, USAF
Director of Public Affairs

QUOTABLE QUOTE

"We have done a great job with airpower, starting slowly at first, and then picking up with accuracy as we got people on the ground to actually designate the targets for us, we got more and more accurate. So I think it's a combination of the people on the ground, the special forces on the ground and the airpower becoming more and more accurate, more and more focused, that has got this thing rolling for us."

Gen. John P. Jumper, Air Force chief of staff

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