



U.S. AIR FORCE

Policy Letter

Digest

News and Issues from Headquarters U.S. Air Force

April 2001

Quality of Life Plays Key Role

By Lt. Gen. Donald
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Quality-of-life issues underpin virtually every aspect of the Air Force way of life. To enhance readiness, the Air Force must take care of its Total Force — its people, the heart of its capability.

The Air Force is continuing its efforts to improve quality of life across the force and, for the first time in five years, has expanded its core priorities addressing this issue. We have added manpower and workplace environment to our previous list of core priorities: fair and competitive compensation and benefits, balanced tempo, quality health care, safe and affordable housing, enhanced community and family programs and educational opportunities.

These core priorities are the foundation for building strategies, seeking legislation and sustaining a solid approach to meet the needs of Air Force

people. Additionally, quality of life is being addressed in the service's Quadrennial Defense Review and Department of Defense Strategy Review.

Traveling throughout the Pacific and Europe recently, I continually heard requests for increased manpower to improve the balance between the service's resources and its taskings. We are listening. The Air Force is addressing this manpower shortfall with an initiative to increase end strength by 10,000 airmen above the fiscal 2000 level to better meet operational requirements.

This action, coupled with the ongoing Total Force Career Field Review, reaffirms the need to address manpower as a core quality-of-life priority.

Another priority, workplace environment, has been neglected; requirements exceed available resources. Constrained budgets have increased real property maintenance backlogs, and spare parts and equipment shortfalls have resulted in reduced combat capabilities and

readiness, creating a larger bill for the future. This was a continuing theme in the major commands' revalidation of quality-of-life priorities.

Their inputs carried significant weight in adding manpower and workplace environment to the core quality-of-life priorities. Additionally, the 1999 Chief of Staff Quality of Life Survey, a July 2000 survey update, and targeted commander and first sergeant inputs were used to help determine the way ahead.

Over the past 10 years, Air Force people have increasingly identified compensation and benefits as one of the top reasons for leaving the Air Force. Six of nine MAJCOMs addressed

pay as one of the primary concerns of their people. Likewise, when asked to identify the number one quality of life issue for their people, commanders and first sergeants overwhelmingly cited

compensation.

During the past few months, we've seen evidence that recent changes in compensation — the fiscal 2000, 2001 and forecast 2002 pay raises, and targeted pay increases for E-5s to E-7s, bonuses, and reductions in housing out-of-pocket expenses — are positively influencing career decisions. However, we must remain committed to increasing compensation and benefits to close the gap between military and civilian pay.

To help address another core priority — balanced tempo — the Air Force implemented structural and cultural changes via the Expeditionary Aerospace Force concept to enhance responsive force packaging, as well as to provide the Total Force more stability and predictability in deployment and home station scheduling.

Also, like tempo, quality health care remains a primary concern with airmen and their families. Significant gains were made in 2000, to include expanding TRICARE to include 1.4 million Medicare-eligible beneficiaries and retirees, and their families.

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Lt. Gen. Donald Peterson

Safe, affordable and adequate housing has been an Air Force quality-of-life priority for several years, and major initiatives in both dormitory and family housing are being recognized.

In July, the Air Force chief of staff reaffirmed his commitment to airmen housing and noted the Dormitory Master Plan is a great success story. At the same time, via a random survey update, two-thirds of Air Force officers and more than 50 percent of enlisted members noted satisfaction with on-base housing.

The Air Force also recognizes the benefits its members and their families derive from strong family and community investments, such as youth and child care programs, family support centers, chapels, libraries, fitness centers and commissaries. These programs are force multipliers as members face dual responsibilities to our nation and to their families.

The latest enhancements to www.afcrossroads.com, a worldwide tool for information on installations, financial management, dependent schools and a host of other topics, continue to support the Air Force family and community quality-of-life priority.

Additionally, Air Force Crossroads hosts the

first of its kind spouse job bank to assist with increasing spouse employment concerns. An online Spouse Forum provides a cyber community of information resources and greatly needed support network on a variety of issues of interest to spouses.

The service seeks a balanced approach to quality-of-life priorities. All eight core priorities are essential to our Total Force. Educational and distance learning opportunities can be the number one priority for some members, while child care, manpower or workplace environments may rank number one with others. But timing, daily stressors and generational attitudes also influence which issue is number one at any given time.

Every dollar we invest toward quality of life impacts positively upon our readiness and helps us combat recruiting and retention issues.

Our Total Force — military members, civilians, retirees and family members — continually faces unique circumstances of military life, and the Air Force is firmly committed to ensuring their quality of life needs are addressed.

Logistics Review Plan Test Phase Begins in June

A test phase for changes derived from the Chief of Staff of the Air Force's Logistics Review begins in June.

The implementation plan calls for 18 Air Force bases to evaluate some of the 30 initiatives developed during the review, according to Lt. Gen. Michael E. Zettler, deputy chief of staff for installations and logistics, Air Force headquarters.

"The CLR tasked the logistics community to review how its processes have developed through the '90s; to evaluate how they fit with the Expeditionary Aerospace Force concept and to document the best processes to create a foundation of knowledge for training," General Zettler said.

"The 30 initiatives developed will institutionalize the way we work; improve the way we do logistics business so that we are more expeditionary in nature; and provide concrete policy, procedures and training for our people to rely upon," he said.

"I understand that there is always some fear associated with change, but we are going to test each one of the initiatives and listen to the feedback from the field to make sure we don't 'break' anything and that these will actually improve upon what we already do," General Zettler said.

The overall impact on airmen workers will be minimal; but the general expects the impact on managers to be greater.

For example, at a vehicle maintenance facility, the airmen and young NCOs that are doing the hands-on

work won't see any change for

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the initiative that combines the supply and transportation squadrons, he said. The more senior NCOs that attend squadron meetings and conduct squadron business will see the changes, but, even for them, the impact will be minimal.

However, at the more senior levels, the superintendents, flight commanders and squadron commanders will now be managing both supply and transportation functions, and will have to learn about their new area of responsibility, General Zettler said.

"I think this is attainable," he said. "We have great people in the Air Force. They are extraordinarily intelligent, flexible and adaptable. They will step right up to these tasks and might even come away feeling more a part of the team since they now have an expanded role in our mission accomplishment."

Although military members and government civilians might see immediate changes with the new initiatives, the impact to contract operations will be delayed or there may be none at all, he said.

"Eventually, we are going to restructure our contracts to account for the improved way of doing business but we are not going to try to change or terminate any existing contract," General Zettler said. "We will wait until the natural expiration of the contract occurs before implementing any new requirements."

While the Air Force may see some monetary savings some time after changing the way the service does business, the CLR initiatives are not aimed at saving money or reducing the number of people, he said.

"These initiatives are about making us more expeditionary, aligning logistics policies and procedures with the way we really operate today, and taking all the good things various bases or commands have discovered and institutionalizing them across the entire Air Force," General Zettler said.

All of the following CLR initiatives will not necessarily be tested at each location:

Enlisted technical training and officer development:

- √ Increasing availability of training managers;
- √ Changing recurring training time to co-

incide with aerospace expeditionary forces cycles;

√ Defining and standardizing wartime tasks;

√ Providing additional maintenance leadership management training for senior non-commissioned officers and officers;

√ Improving officer development; and

√ Creating a weapons school for logistics officers.

Materiel management:

√ Developing metrics to drive pipeline requirements to support AEFs;

√ Building a standard policy, training, tools and metrics to support regional supply squadrons;

√ Merging (where appropriate) supply and transportation squadrons; and

√ Developing tools or capabilities required to support combat support command and control.

Contingency planning:

√ Developing contingency planning metrics,

√ Establishing policy for deployments and site surveys;

√ Building Joint Operations Planning and Execution System certification policies and tracking those so trained; and

√ Standardizing logistics plans under logistics group commanders.

Sortie production/fleet management:

√ Providing policy and specific metrics required to drive balance between sortie production and fleet health;

√ Establishing senior leadership metrics guidance and formal training;

√ Validating appropriate maintenance tanker organization;

√ Realigning, specifically defining, and renaming the maintenance operations center; and

√ Possibly regionalizing intermediate repair facilities.

Legislation Improves Air Force Tie with Its Auxiliary, the Civil Air Patrol

Legislative changes have ushered in a new era of closeness between the Air Force and its auxiliary, the Civil Air Patrol. These were the first major revisions to the laws governing CAP in many years.

The legislation provides the Air Force greater authority to use and support CAP as the Air Force Auxiliary. Additionally, with the secretary of the Air Force oversight, federal agencies, such as the Federal Emergency

Management Agency, the Drug Enforcement Administration, and the U. S. Customs Service, may use the Air Force Auxiliary. The law authorizes the secretary of the Air Force to designate any or all of the CAP cadet and aerospace education programs as official Air Force missions or activities.

Also, for the first time, the secretary of the Air Force may recognize some or all three of CAP's current missions, as official Air Force

**Safety
Emphasized
During
Civilian
Outreach
Programs**

missions. Before this legislation, only CAP's emergency services mission was incorporated as an Air Force mission.

Under the provision, the Air Force may provide greater support to CAP in the areas of aircraft modernization, equipment procurement and funding. The Air Force's increased efforts in supporting CAP include training opportunities in safety, inspector general and chaplain duties.

The legislation established an 11-member board of governors. The secretary of the Air Force appoints four members, CAP selects four, and the secretary and the CAP national commander together choose three.

These three will represent outside agencies or organizations that have interests and expertise in civil aviation and the CAP mission. These agencies include, but are not limited to, federal government agencies, public corporations, nonprofit associations, and universities with a heavy emphasis on aeronautical education. The board will serve as the preeminent governing body for CAP.

This partnership will bring CAP and the Air Force closer together in the years ahead. In addition, it directs the secretary of the Air Force to prescribe regulations for CAP. These include governing the activities of CAP as the Air Force

Auxiliary, providing Air Force support to CAP, arranging such support from other federal agencies and governing the qualifications of those who serve as liaison personnel to CAP.

CAP, as the Air Force Auxiliary, has even greater potential to provide tremendous benefit to the Air Force when performing missions in emergency services, aerospace education and the cadet programs.

CAP emergency services is a reflection of average Americans helping their fellow citizens in time of need. They bring aerospace and the use of airpower to the grass roots level. Aerospace education keeps the public informed and interested in aviation, the Air Force, and the need for aerospace supremacy. The cadet program exposes and motivates our nation's youth toward a career in aerospace and the armed forces, particularly the Air Force, while developing leadership and other useful skills that will help these potential Air Force NCOs and officers in their chosen careers. All these programs will have a synergistic effect on our recruiting efforts.

More information about the Air Force Auxiliary can be found in Air Force Policy Directive 10-27, "Civil Air Patrol," and Air Force Instruction 10-2701, "Organization and Function of the Civil Air Patrol."

A moratorium issued in February restricts civilian visitors from operating any item of military equipment when such operation could cause, or reasonably be perceived as causing, an increased safety risk.

Defense Secretary Donald Rumsfeld's moratorium specifically bans civilian visitors from engaging in any aspect of the operation of military vessels, aircraft, vehicles and crew-served weapons systems.

The memorandum also states that it isn't designed to restrict civilian visitors from observing the military.

For more than 50 years, DOD has responsibly managed programs which allow public access to military facilities, equipment and, most importantly, the dedicated men and women who train, deploy, and face the challenges that threaten our national security every day.

Commanders at all levels will continue to support and execute community relations and civilian outreach programs with prudent oversight that emphasizes safety first.

While the secretary of defense moratorium prohibits non-DOD civilians from operating

military aircraft, vessels, weapons and materiel, they may continue to observe, sit in, ride on and similarly access such military equipment.

The moratorium bans civilian visitors from being involved in any aspect of the actual operation of military vessels, aircraft, vehicles and crew-served weapons systems.

It does not prohibit civilians from having hands-on contact with, and selected operation of, other types of military equipment, provided commanders ensure that civilian visitors receive appropriate training and supervision and such operation will not cause — or be reasonably perceived to cause — an increased safety risk to themselves or those around them.

Since 1989, the annual Harris poll has reported higher public confidence in the military than any other American institution.

Guidance released in March from the secretary of defense office said commanders must work to continue to show Americans what a fine military we have.

The guidance also said the ultimate success of our armed forces is inextricably linked to the understanding and support of our fellow citizens.

Air Force Offers Bonuses for Some Returnees

The Air Force began offering enlistment bonuses April 1 to prior-service people who qualify to re-enter the service.

The bonus continues until Sept. 30, and is a part of the Air Force's effort to reach its goal of 34,600 new recruits. The money is targeted at high tech, hard-to-fill positions.

The service will pay up to \$14,000 to pararescuemen, combat controllers, air traffic controllers and crypto linguists. Aircraft maintenance experience can be worth up to \$9,000. For people from the sister military services, their jobs must convert to the Air Force Specialty Code.

Upon enlisting, the new recruits will go direct-duty to their assignments.

Traditionally, the Air Force has the hardest time attracting recruits during February through May. The Air Force met its goal in February, and numbers indicate the Air Force will meet its goal again in March, but recruiting service officials decided to tap in to the prior-service pool with bonuses.

Until 1999, the Air Force Prior-Service Program was limited to less than 200 individuals per year. That limit was raised significantly in 1999, when the Air Force allowed more than 600 veterans to return.

"Even though there is no official prior-service recruiting goal, the Air Force Recruiting Service is hoping to welcome a higher number of prior-service individuals back in uniform than the 842 veterans who returned in fiscal year 2000," said Tech. Sgt. Jerome Fletcher, Air Force Recruiting Service acting chief of prior-service programs. "Opening the door to people other than new recruits takes us that much closer to our overall experience needs that much faster."

The Air Force prior-service program is wide open, said Chief Master Sgt. Dan Roby, chief of enlisted accessions policy at the Pentagon.

"We have prior military servicemembers

interested in getting back in so we need to continue to aggressively pursue these individuals. People in the Guard and Reserve are also an important manning resource to tap," Chief Roby said.

"Recruiters get the same credit for recruiting qualified veterans as they do for new recruits, so they are highly motivated to pursue this avenue," he said.

People who left the Air Force and now want to come back must go into their old Air Force specialty if it is less than 100 percent manned, Chief Roby said. If it is more than 100 percent manned, they may need to retrain into another career field.

"If individuals from a sister service had military careers that closely match an Air Force career, they can come back in a short period of time — a few weeks," added Chief Roby. "If their prior-service careers don't match, it may take several months to qualify."

Individuals wishing to re-enter the active force must have been reenlistment eligible at their time of separation, have served no more than 12 years of active service and be separated no more than six years. They must also have been in grades E-4 through E-6 at separation.

The bonus is paid upon award of the five-skill level, and people have one year to upgrade to that level. For any Air Force member enlisting more than two years after separation, they report to their new job as a three-level.

These same specialty codes are offering bonuses to non prior-service people, which can reach up to \$12,000. Between February and May, the Air Force offers kicker bonuses, of an additional \$1,000 to \$5,000, to increase numbers.

If you know qualified people who may be interested in returning to the Air Force, have them contact a local Air Force recruiter or go online at www.airforce.com.

Network Security Depends on Everyone

*By Col. William T. Lord
Director of
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Information
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The security of Air Force networks depends on everyone. Without it, the Air Force can't leverage the immense power of information to increase the lethality of our warfighters.

Throughout the year, the Air Force is focusing on a unified campaign, called Global Vigilance, Reach and Power: Information Assurance in the 21st Century. This campaign is important to our Air Force because the next Pearl Harbor is likely to begin with a massive assault on our information systems.

Because of our increased reliance on computer networks in peace and in conflict, each military person, civilian employee and contractor must constantly remember that when people use poor security practices, they increase risks to all who use our networks.

With this in mind, everyone is reminded not to be the weak link in the security of the networks.

Everyone should make a continual effort to identify and eliminate any weak security

practices. Help co-workers by taking time to teach them when they use improper practices.

By making a continuous, conscious effort to improve security, people are doing much more than protecting their official e-mail or their administrative word processing files. They are protecting entire networks that have become integral to the national defense.

Everyone is encouraged to participate in and contribute to the 2001 Information Assurance Awareness Campaign activities, as the Air Force continues to provide world-class communication and information support to warfighters.

With diligence, we can stop the next Pearl Harbor before it begins.

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

QUOTABLE QUOTE

“Taking care of people is terribly important to the effectiveness of our force. We are a family Air Force. It’s not just the members we need to focus on but also their families.”

Gen. Michael E. Ryan, Air Force chief of staff

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