

# AIR FORCE *policy letter* FOR COMMANDERS

☆☆☆☆ FROM OFFICE OF THE SECRETARY OF THE AIR FORCE ☆☆☆☆

Washington, D.C. 15 June 1979

WHY DO WE NEED AN AIR FORCE? The new Air Force basic doctrine manual, AFM 1-1, begins with this observation:

"Every organization comes into being to meet some special need. As it grows, and as it meets that need, it changes to fit new situations, drawing upon its past experience and its view of the future to shape its direction. Accordingly, this statement of present functions and basic doctrine of the Air Force is written to give the reader an answer to questions such as these:

- Why do we need military forces?
- Why do we need an Air Force?
- How do we build an Air Force?
- How do you best use an Air Force?"

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In his foreword to the manual, Air Force Chief of Staff Gen. Lew Allen, Jr. encourages enlisted people and Air Force civilians as well as officers to give serious thought to the content -- "about why we are in business -- why we have an Air Force, and what it must be ready to do in the next 30 years and beyond."

Addressing "the Air Force family" -- enlisted, officer, civilian -- in his foreword, General Allen says: "Although the Air Force is now barely more than 30 years old, our ideas on the uses of airpower have been developing for more than 60 years -- since before World War I. During these 60 years, our doctrine has grown from advocating limited observation and 'dogfight' roles to prescribing strategic, tactical, and mobility air operations throughout the world and in space.

"Growth and change in the size, shape, and strength of our aerospace forces have gradually led to reasoned change in doctrine -- based on the experience and ideas of dedicated leaders in the world of airpower. Generals Billy Mitchell, Carl "Tooe" Spaatz, Curtis LeMay, and William "Spike" Momyer are only a few of the long line of strategists and planners who helped to articulate change at each stage. From them, we have inherited a proud tradition -- one that our future leaders must uphold. I hope that you will be one of those leaders."

Full title of this manual, the eighth since 1953, is "Functions and Basic Doctrine of the United States Air Force." Completely reorganized, the manual is well illustrated and very readable. Besides explaining the basic rationale for the Air Force mission, it presents a chapter on the evolution of basic doctrine and a selected bibliography on military history, strategy and doctrine. It's scheduled to be published this month. Its distribution basis is functional. You may order it through your organization's customer account representative (CAR).

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THREE MAJOR AIR FORCE RESPONSIBILITIES. In remarks at the Air War College graduation ceremony at Maxwell AFB, Ala. on 22 May, Acting Secretary of the Air Force Hans M. Mark spoke of the three "major priorities that will dominate our concerns in the coming years." Excerpts from his statement:

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First. "The modernization of our strategic deterrent force. Our first-line heavy bombers, the B-52's, are now almost 30 years old. The Minuteman III missile force, our most modern, is almost 15 years old. And our Titan and Minuteman II missiles are even older. It is imperative that new first-line weapon systems be developed promptly. It is equally important for us to be imaginative in defining what these weapons should be. Our thinking should not be too rigidly attached to notions or concepts that may have been good 20 years ago but that no longer work today.

Second. "The enhancement of our military airlift capability. Perhaps the most remarkable achievement of American technology in this century is the creation of our modern air transportation system. . . . The modernization of . . . tactical airlift is badly needed if we are to meet our responsibilities around the world. At the same time our strategic airlift also needs to be increased. I believe that our responsibilities will require us at some point in the future to move large numbers of people very quickly. For example, in the case of Iran, 6,000 Americans were moved out of the country in a matter of three weeks. Fortunately, this move was not seriously opposed, and therefore civilian airliners could do most of the job. I can conceive of situations where this may not be the case and where military aircraft will have to be used. . . .

Third. "The expansion of Air Force activities in space. There is no doubt in my mind that operations in space will assume increasing military importance in the future. We might call this enterprise in space strategic reconnaissance. There are some who have suggested that strategic reconnaissance may indeed be the fourth leg of our strategic triad. . . . There are two reasons why strategic reconnaissance is important. First, there is the monitoring and verification of strategic arms limitation agreements. These agreements, for better or for worse, have become part of the strategic balance and in order to assure the essential equivalence in strategic forces, such monitoring and verification are essential. The second reason why operations in space are important is that space is by far the best place to perform the strategic indications and warning functions. Sensors mounted on space platforms are well suited to determine the execution of strategic military activities."

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CHANGES IN THE AIR FORCE SECRETARIAT. President Carter accepted the resignation of Secretary of the Air Force John C. Stetson, effective 18 May. The President praised Secretary Stetson for his managerial expertise, his genuine concern for Air Force personnel and their facilities, and for "bringing about significant improvements in air posture to meet our North Atlantic Treaty Organization commitments."

Secretary Stetson, in a message to all Air Force commanders, reflected on his tenure as the Air Force's top executive. He said: "I have found Air Force people to be dedicated, loyal and action-oriented. They work hard and their willingness to make personal sacrifices for the Air Force and for the nation has been particularly impressive and encouraging."

Secretary Stetson also commented on accomplishments and working relationships with key leaders in the Office of the Secretary of Defense and the Air Force. He said: "I believe the Air Force Secretariat has made worthwhile and lasting contributions to our Air Force and to the country's security during these many many months. So it is with mixed feelings that I have decided to leave government service at this time in order to return to business activities in the private sector."

On the same date, Hans M. Mark was designated Acting Secretary, Antonia Handler Chayes, Acting Under Secretary, and Joe F. Meis, Acting Assistant Secretary, (Manpower, Reserve Affairs and Installations).

TO ENSURE THE AIR FORCE'S CONTINUED VITALITY. Air Force Chief of Staff Gen Lew Allen Jr. said in a graduation speech to the Air Force Academy class of '79 on 30 May:

"Advanced technology, imagination, rapid response, forward thinking must describe your Air Force. But the real strength -- the character -- of the Air Force is its people. They are capable . . . and smart -- dedicated to the defense of the Nation and willing to make sacrifices . . . and they are all volunteers. Your task will be to preserve the quality of Air Force people and those ideals and characteristics which make the Air Force a respected institution in American society and a model for the free world. They deserve your dedicated support.

"The early part of your career will be spent in Air Force combat and support units. In these assignments you must focus your efforts on the immediate needs of defense -- combat readiness. It is an essential undertaking which will require your best efforts. But always keep an eye on the future and on the need to nurture those values which will ensure the continued vitality of the Air Force."

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MILITARY RATES HIGH AMONG U.S. INSTITUTIONS. A recent nationwide Gallup survey showed that the military rates third among institutions in which Americans have "a great deal" or "quite a lot" of confidence. The survey was based on in-person interviews with 1,509 adults, 18 and older, in more than 300 scientifically selected localities across the nation during the period 6-9 April.

The question: "I am going to read you a list of institutions in American society. Would you tell me how much confidence you, yourself, have in each one -- a great deal, quite a lot, some, or very little?"

Summary of Responses:

Organized religion	65%
Banks and banking	60%
The military	54%
Public schools	53%
Newspapers	51%
U.S. Supreme Court	45%
Television	38%
Organized labor	36%
Congress	34%
Big business	32%



WHO SHOULD DEFEND THE FREEDOM CITIZENS ENJOY? Gen. Richard H. Ellis, Commander in Chief of Strategic Air Command and Director of Strategic Target Planning for the JCS, said in remarks at joint commissioning exercises at the University of Akron in Akron, Ohio on 26 May: (80)

"In every society, there always have been a small number of men and women who have put aside private gain and personal comfort for the greater duty of protecting the security and well-being of their country. The same is no less true today. When national debate recently began on the reinstatement of registration for the draft, I was disappointed to once again hear the shouts of protest from some of our young, and not so young, people. It is unfortunate so many Americans today believe that the personal freedoms we enjoy in this country are a birthright of citizenship. The one million brave Americans who have died defending those freedoms since we became a nation over

200 years ago would tell us that freedom is not free -- that it still demands payment in the form of constant vigilance, strong national leadership, and a military cadre of self-disciplined men and women willing to sacrifice all. . . .


"I have found that in times of stress -- when discipline really counts -- the single most important factor is personal integrity. Integrity in the military requires all of the qualities you will find in other professions in civilian life -- with one major addition. Integrity also encompasses the confidence a commander or supervisor has in his people to carry out directions or orders exactly as given and in accordance with established procedures. This aspect of integrity is not merely 'tradition' or the military mind-set, because in our business, if a subordinate does not perform as expected, the results can range from someone being required to reaccomplish the task to a disaster or tragedy of overwhelming proportions.

"The bottom line to this is one person depending upon another to do a job correctly: no short cuts -- no innovations -- but just as the book reads. Although some of the basic ethics in life are changing in today's society, the enduring ethic of confidence in your comrade in arms cannot, and must not, change in our military system. Our lives depend on it."

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90,000 AIR FORCE WOMEN BY 1984. Robert B. Pirie, Jr., Acting Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics) said in a commissioning address at the University of Virginia in Charlottesville on 19 May:

"The Air Force will have over 90,000 women by 1984, which will mean that one out of every six people in the Air Force will be a woman. That fact will make the Air Force the leader among the Services in the employment of women. The Air Force is well into its flight crew training program for women, including pilot training. Officer and enlisted women are being trained for all flight crew positions and will be used in the crews of support aircraft. The Air Force has also opened missile crew positions to women."

  
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Brigadier General, USAF  
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AFRP 190-1 12-79  
15 Jun 79

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