



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON DC

FEB 6 2003

MEMORANDUM FOR SEE DISTRIBUTION

FROM: HQ USAF/SG  
110 Luke Avenue, Room 400  
Bolling AFB, DC 20032-7050

SUBJECT: Endurance Management Program

During this time of high operations tempo, we must maximize the performance of our personnel and ensure their safety to optimize mission effectiveness. Therefore, I ask our Wing and Medical Group Commanders at each installation to take the lead in helping our war fighters maintain the highest levels of performance. Because fatigue has an adverse effect on every aspect of performance, we must increase emphasis on fatigue countermeasures and endurance management.

A program to help MTFs achieve this goal is outlined in the attached background paper. There are three primary objectives:

- a. Educate Air Force personnel on the principles of endurance management, including fatigue countermeasures and good sleep hygiene. This training should encompass everyone who has an impact on mission success, including aircrew, ground support personnel, civilian employees and military families. I hope your flight surgeons, aerospace physiologists, and other medical specialists will make use of existing training forums and tailor the briefings to the needs of their specific audiences.
- b. Work collaboratively with line supervisors and commanders to evaluate and enhance local scheduling techniques to help mitigate unnecessary fatigue and maximize mission capability.
- c. Ensure medical providers are educated and alert to recognize and intervene in potentially stress-related illness. Additionally, to ensure responsive support to the families of our deployed warriors, MTFs should work with installation Integrated Delivery System teams to ensure an effective, responsive system of local intervention and support agencies is well established.

It is critical that we apply our medical skills to support the warfighters in preventing unnecessary fatigue, maximizing endurance, and continuing our Air Force Medical Service's excellent tradition of ensuring operational support of our Air Force team. My POCs for MAJCOMs on this issue are Col Susan Richardson and Lt Col Vincent Michaud, AFMOA/SGZA, 110 Luke Avenue, Room 405, Bolling AFB, DC 20032-7050, DSN 297-4200, e-mail: susan.richardson@pentagon.af.mil or vincent.michaud@pentagon.af.mil.

A handwritten signature in black ink, appearing to read "G. Peach Taylor, Jr.", is positioned above the typed name.

GEORGE PEACH TAYLOR, JR.  
Lieutenant General, USAF, MC, CFS  
Surgeon General

Attachment:  
Background Paper

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## BACKGROUND PAPER

ON

### HUMAN PERFORMANCE ENHANCEMENT TOPIC FOR 2003 "ENDURANCE MANAGEMENT"

#### PURPOSE

- Introduce Endurance Management as the Human Performance Enhancement Topic for CY 03.

#### BACKGROUND

- Fatigue has been cited in over 200 Class A aircraft mishaps and countless ground incidents. No single factor is more detrimental to the on- and off-duty performance and safety. Fatigue is an inherent factor during sustained military operations and directly impacts combat effectiveness.
- Annual Human Performance Enhancement Topics will be established to provide medical skills to address issues that adversely impact service members' performance and mission effectiveness

#### PROCEDURES

- The Chiefs of Aerospace Medicine, SGP, will take the lead in emphasizing endurance management and fatigue counter-measures as well as implementing the objectives of the Endurance Management Program
- AFMS agencies, AF Research Laboratory, and AF Flight Standards Agency have developed an Endurance Management Education and Resource Program to increase AF personnel awareness of fatigue countermeasures and enhance performance techniques as detailed below:
  - The Center for Operational Performance Enhancement (COPE) has established a website that provides an excellent selection of fatigue countermeasure resources: <http://wwwsam.brooks.af.mil/web/cope.htm>.
  - The COPE website provides three training programs to educate all personnel on endurance management, fatigue countermeasures, and good sleep hygiene:
    - Leaders' presentation--Risk management process as it applies to endurance management
    - Aircrew presentation--Coping with the unique scheduling demands of military flight operations
    - Ground support presentation--Coping with the long hours and shifting schedules of support operations
- **Flight Surgeons, Physiologists, and other medical professionals:**
- Tailor presentations to educate their operational wings during Safety "Down Days," pre-deployment briefings, readiness training, Commanders' Calls, First-Term Airmen Courses, base orientations, and safety meetings. The level of risk members face should dictate the degree and intensity of training
- Work with line supervisor/commanders to evaluate and enhance local scheduling techniques
  - Assess whether schedules are constructed to reduce unnecessary fatigue and maximize mission capability
  - Be aware of the application of the established aircrew scheduling guidelines, regarding duty day length and crew rest criteria--note available tools provided through links at the COPE website shown above
  - Contrary to flyer scheduling; ground support scheduling guidelines are not as well established. Long duty days, shift work and night operations are especially high-risk and should be reviewed regularly
- Ensure medical providers are educated and alert for possible stress-related illnesses. Work with installation Integrated Delivery System to ensure local support programs for members and their families