



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

JAN 24 2025

Fellow Airmen,

We remain the greatest and most lethal Air Force in history because of you – our Airmen. Your commitment to excellence makes us a winning team of warfighters. One that is envied across the planet, enabling unrivaled Airpower...anytime, anywhere!

As we Follow Through on shaping our force to meet the needs of today's strategic environment, we can never lose sight of the fundamental elements that make us who we are. Adherence to our Core Values of "Integrity First, Service Before Self, and Excellence in All We Do" is paramount. Diligence in understanding and complying with standards is essential. Failure to do so risks unintended consequences, safety incidents, and – in worst-case scenarios – loss of a fellow Airman.

We must renew our commitment to a culture of adherence to standards with commitment to shared "First Principles." In essence, effective standards must meet the following criteria:

1. We value our warfighting team over our individuality, mission over function.
2. Standards must be easily understood, universally complied with, and consistently enforced...at all levels of command.
3. Standards and processes should not stigmatize Airmen, and those in full compliance should not be self-conscious or embarrassed.

Our senior leaders have engaged in a robust discussion focusing on how we can support you, our Airmen, through these First Principles. Changes to policies in recent years have resulted in unintentional complexities and ambiguities, making certain policies difficult to understand, comply with, and enforce. You deserve better...we owe you better.

You will receive a series of updates in the near future with clarifications to many policies, all with an eye towards the foregoing First Principles. These will include changes to DAFI 36-2903, as well as updates to how we process and evaluate medical waivers and religious accommodations. Throughout, we will remain faithful to governing law and DoD policy.

With clearer standards, we will make our team even stronger. Your discipline remains the backbone of our winning team. Let's continue to make our Nation proud!

A handwritten signature in black ink, appearing to read "D. Allvin", is positioned above the typed name.

DAVID W. ALLVIN
General, USAF
Chief of Staff