

Ms. Heidi Grant

AFA - Air and Space Technology Exposition

"Growing Partnerships"

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Ms. Grant: -- truly in my dream job. You can see by this picture here, like General Welsh I also love pictures, but this is a picture of a group of professionals. I would say the most diverse group in your United States Air Force, the professionals doing international affairs around the world. It's a 150-plus team, and I can tell you you can ask anyone of them on this team if they love what they do, and they'll tell you to a person they love it.

We just had a management inspection and that was the feedback I got from the IG team. He goes, I have never seen a team like this where they really love what they're doing. So I think that says something about your Air Force.

But I wanted to share that picture with you. And then one other thing before I get into my formal remarks. If you don't listen to a word I say in the next 30 minutes, there are three things I want you to walk away with today.

The first one I want you to walk away with is that the U.S. Air Force, we are growing partnerships in air, space and cyberspace with our international partners for our mutual global security interests.

The second thing is, we've made a huge emphasis lately on growing a partnering culture. When I talk about growing a partnering culture, it's not just within the Air Force that we're growing a partnering culture, and it's not only with our international partners. But we're growing this partnering culture for global security within the U.S. government and within industry.

The last thing is, you've heard over and over the last couple of days about global vigilance, global reach, global power. But I'm here to tell you today that we can't have global vigilance, global reach or global power without global partnerships. So if you don't listen to another thing I say over the next 30 minutes, if you can walk away with those three things, that would be great.

What I'm going to do today, I wanted to share with you that this isn't new, this partnering culture or the emphasis in partnering like you just heard General Welsh say. We need to, during this time we need to hug them a little closer.

It's not new. We've had some of the most respected leaders, international leaders, talk about the importance of partnering in the past and now in the present. So I want to start off with an African proverb. This African proverb captures the essence of our partnering culture. If you want to go fast, go alone; but if you want to go far, go together.

Let there be no doubt about it, we at SAF/IA, we want to go far. I can confidently say this goal is shared by our partners, with our international industry, or within the U.S. government.

We all have an important part to play as we work towards a more secure and a stable world.

I think the photo in the slide here really illustrates the point about going farther together. This is a picture of some of our NATO Air Chiefs for an Air Chief Conference. This is just one example, but this happens around the world in every region where we get these professional Air Chiefs together to talk about aerospace and common interests.

The main point I want to reinforce during my presentation about going further together, and it's for that reason that international aerospace partnerships are critical to our mutual strategic interests. Again, global vigilance, global reach, global power needs global partnership. That's the focus of SAF/IA's mission. By working together with our partners we can more effectively achieve our common national interests and share our air power responsibility within this global strategic environment.

To put some strategic content on the subject of partnerships I've included this quote from President Obama. In the 2012 Defense Strategic Guidance he states, "We are deepening partnerships to ensure regional security. We're joining with our allies and partners around the world to build their capacity."

I like to refer to the increasing emphasis on partnership as the pivot to international where the strategic environment and fiscal realities are driving us towards a greater level of international engagement. International engagement and security cooperation is built upon international relationships that encompass shared security interests. The theme of this session, growing global partnerships, it's nothing new. Collaboration is as important today in meeting our foreign policy objectives as it has been for the past century. So throughout history in every major war as well as in peace, the U.S. has relied on partnerships to confront some of the world's greatest challenges including two world wars, and many many conflicts since.

Times have changed. Security threats evolved. But at least one fact remains the same. We can accomplish more together than we can apart. That's why Air Force security cooperation is so important to the U.S. global security interests.

The unique structure of the Air Force International Affairs organization, it further supports the security cooperation mission by putting all of the elements or most of them that we do across the Air Force into one organization. I think many of you have heard me refer to our organization before as a one-stop shop. This just makes it so much easier for our Air Chiefs around the world to have one organization that they know they can come into to meet all of their different international affairs interests.

It includes everything from training and education of both the U.S. and international airmen, to pol/mil affairs, to disclosure policy, to technology and information transfer. By forming security partnerships with nations who share our interests with the Air Force, we're better positioned to contribute to regional stability and global security.

Our goal is conflict prevention. But we also need to be prepared to respond to any contingency that may come our way now or in the future.

Let's see what one of the wisest leaders of our time had to say about preparedness. With these famous words stated during the 1960 presidential election campaign John F. Kennedy eloquently summed up the importance of a ready and capable military force. When Kennedy made the speech, the world was at a critical period in history. We were in the middle of a Cold War and leading up to the Vietnam War. Two years later President Kennedy had to deal with the Cuban Missile Crisis which many believe was the closest the world has come to a nuclear disaster.

What's changed? The threats of the 20th Century were extremely serious but more defined. For the most part we knew who our adversaries were. Today, we face high end kinetic threats, violent extremism, piracy, ballistic missiles, and weapons of mass destruction. The current environment is made even more complex by the possibility of cyber attacks and other technological and environmental threats to our national security.

A few minutes ago I quoted an African proverb. In keeping with the international theme I'd also like to share a relevant proverb from China. That is, "May you live in interesting times." With

today's evolving challenges and opportunities, these times are indeed interesting.

The world's changing remarkably fast, technology is advancing exponentially, and the demand for air power, it just continues and continues to grow. We don't know when the destabilizing impacts of a natural disaster or a conflict will arise.

In a time where change is the only constant, the one thing we control is how we prepare for and how we respond to these contingencies. We as a global partner, we can step up and adapt or we can allow ourselves to be swept along with this ongoing current of change. No matter what arises outside of our control that responsibility of global security endures.

From a global perspective we need to adapt our forces and our capabilities to meet the current threats. We need to proactively focus on conflict prevention while assuring we're fully equipped and prepared to mitigate and respond to threats.

So how do we prepare? From my perspective there are four critical aspects.

First and foremost, we need to identify our mutual security interests and develop a strategy for our future engagement. The good news is, we already have this.

Our Air Force global partnership strategy combined with this classified document -- it's called the Security Cooperation Engagement Guidance -- provides an outlook of where we want to go and identifies opportunities to address capability gaps by country and by region.

The intent behind this is, we hear out there sometimes that the Air Force is giving mixed messages about selling equipment maybe to a country or denying selling equipment to a country, but yet we want basing rights in that country. Our hope is that this guidance, the first time ever that we've done it in the air domain, will provide the U.S. Air Force a cohesive direction on where we're going with engagement with international countries.

But before we can achieve this cohesiveness as a global partnership, we need to develop and sustain strong and enduring relationships with our partners. International partnerships are the foundation for any viable international security approach, allowing countries to share the responsibility.

We also need to ensure the U.S. and its partners are organized, trained and equipped and ready to prevent conflict and respond to

contingencies if needed. This involves aviation and space-related training and education which I'll touch on just a little bit later.

Finally, we need to produce superior technology that's interoperable and exportable. This will ensure airmen are equipped with the latest tools and technology necessary to respond to future threats. Much of this technology will take years to field, so now's the time for us to put our heads together and develop a plan and begin investing in future capabilities.

With that said I'd like to touch upon each of these four areas and share some examples of how through this total package approach we're ensuring that the U.S. Air Force and international partners are prepared for whatever may come our way now and in the future.

A great quote by a retired Chairman of the Joint Staff, Admiral Mullen, is that "you can't surge trust". Sustaining the current relationships, building new relationships, it's a key enabler for successful global operations.

Look at NATO's International Security Assistance Force, ISAF. This is a great example of trust that was built over time. An international coalition of more than 87,000 troops from 49 nations all working together to improve security in Afghanistan and build the Afghan National Security Forces into a fully capable and an independent air force. With the help of the NATO Air Training Command Afghanistan, the Afghan Air Force is expected to operate a sustainable air force by the year 2017.

The Afghan Air Force just achieved a huge milestone just about a week ago. They flew four missions on their own with the Cessna 208. This is huge. If any of you remember ten years ago or even less than that, we spent a lot of time building up the army when we initially went in and didn't spend a lot of time with the air force, so this is a huge success story to know that in one day on their own they flew these four missions.

ISAF was built on the foundation of a strong international relationship. Many of these relationships were developed throughout NATO's long history dating back to its initial formation in 1949. The countries represented in ISAF are further bound by a shared interest in securing and stabilizing the region so that Afghanistan is never again a safe haven for terrorism.

In addition to strengthening our current partnerships, we must think strategically while seeking new partnerships with other

countries. With today's complex security challenges it is more important than ever to refocus our efforts, to cultivate new relationships, and create a global team of partners.

After a decade of war in the Middle East and Asia, we need to renew and reinvigorate our ties in other regions such as the Pacific region. And together, pursue a secure and stable environment where prosperity can flourish.

As a rebalance to the Pacific progresses, we rely on our longstanding alliances that we've had to address challenges and strengthen regional security.

I want to emphasize, though, it doesn't mean diminishing ties with partners in the other regions of the world. As we partner on defense initiatives there we'll continue to strengthen alliances and building capabilities with our existing partners.

Ultimately, we're seeking a future air domain where our partners have the capabilities they need to ensure regional and global security.

From a platform perspective, we have a growing need for partner Air Force capabilities. Most notably, the enablers of ISR, air refueling, and airlift. Looking at it from a broader perspective in the Air Force's global partnership strategy, we're advocating for the following opportunities. First, we want to grow global capacity and humanitarian assistance in disaster response. To better respond to disasters we envision a global network of regionally aligned partners possessing capabilities in airlift, aeromedical evacuation, command and control, communication, logistics, and airfield infrastructure. Even partners with very limited resources can provide at least one of these elements.

We also want to increase interoperability and ISR, airlift and air refueling via centers of excellence or regional air cooperation centers. Multinational training in this environment can serve to strengthen interoperability and cooperation in preparation for future operations.

Finally, we want to increase global capacity in airlift and air refueling via consortiums. The consortiums will allow us to share critical assets and expand availability of these capabilities between our partners.

Our RC-135, the Rivet Joint partnership with the UK is a success story highlighting how we can share capabilities with our partners to accomplish common objectives. This is just one example. It's an agreement between our two countries that allow

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us to cooperatively manage 20 Rivet Joint aircraft. Seventeen of those are U.S. and three of those are UK.

We're looking forward to the delivery of the first three UK Rivet Joints later on this month. Already we've seen the benefits of the bilateral partnership. It's enhanced our mutual ISR capabilities, the combined operations in both CENTCOM and the AFRICOM areas of responsibility.

The Rivet Joint partnership serves as an example for future international partnerships with the U.S. and ISR missions and it's a powerful example of how trust built over time can pave the way for even greater opportunities.

We want to see more of these types of capability sharing partnerships in all regions of the world. It's something to keep in mind as we develop and grow our relationships.

So once we have the strategy and the foundations of trust with international partners we need another important element to be successful. Training and education is what enables us to be effective maintainers and operators of aircraft and other equipment.

This quote by Colin Powell reiterates the importance of training and education. "It is true that success is the result of preparation, hard work and yes, learning from failure."

The same goes for our airmen. It's not enough to have cutting edge equipment without the skill sets to effectively employ it. And that's why we place such a heavy emphasis on training and education. It's what makes you, our airmen, fully mission capable and is critical to developing fully interoperable partners. That's why a large part of our total package approach involves building partner capabilities.

I'd like to give you an idea of the scope of our aviation, space-related training with just a few statistics.

The Air Force educates and trains more than 11,800 members of partner air forces each year through development, education, professional military education, a variety of courses on language, medical, logistics, maintenance and more.

Approximately 1200 international airmen are trained in undergraduate pilot training and other advanced courses annually.

The Air Force conducts 15 total air-to-air and ground exercises annually with more than 20 country partner participants.

The Air Force also provides training to selected countries to advance their knowledge and understanding of space capabilities and operations.

So these programs, they're the foundation that bring these partnerships together and we take our international training programs very seriously and understand the significant impact they have to enhancing our global capabilities and developing enduring relationships.

So you can get a better picture of how training and education programs help to shape international airmen's careers, I want to follow the path of a fictional character. This Air Chief Marshal, RJ Hannis. Hannis, he's the Air Chief for his country's air force. His career started 30 years ago when he first joined his country's air force and began training with the Euro-NATO Joint Jet Pilot Training Program. Many of you know this as the ENJJPT program at Sheppard Air Force Base in Texas. ENJJPT is our top program for beginning the development of interoperable combat pilots for NATO and the world's only multinational managed pilot training program.

For 55 weeks Hannis received training from the Air Force instructor pilots from the U.S. and Europe to become a pilot for his country's air force. He was also taught the skills he needed to be able to support NATO and the larger international community.

His first exposure to the United States Air Force, he developed many professional relationships with U.S. airmen that lasted throughout his entire career, which you'll see here.

After earning his wings in ENJJPT, Hannis began a 15 month course as an F-16 pilot at the 162nd Fighter Wing in Tucson, Arizona, an international training unit. There he further extended his network. He developed his lifelong friendships and honed his skills to operate an F-16 in a coalition environment.

Back in his home country Hannis quickly advanced through the air force ranks. He became the commander of an F-16 squadron. He improved his combat skills by leading the squadron in Red Flag at Nellis Air Base in Nevada. This week-long international exercise involves more than 20 countries and it focuses on interoperable combat readiness, survivability and capability skills.

Over the next few years Hannis led various operations for his national air force, many of which were in support of international efforts.

The shared tactics, techniques and procedures he learned while in the United States also reinforced his ability to operate effectively in coalition efforts.

Later Hannis was selected to expand his education by attending the Air War College at Maxwell Air Force Base in Montgomery, Alabama, an institution that educates not only senior U.S. military leaders from the United States, but also those from partner nations. Here he had the opportunity to relate the many tactical skills he mastered throughout training, exercise and operations towards a more strategic approach. Hannis credits this intensive year-long program for his eventual promotion to a general officer.

Now as his country's Air Chief and with many close friends who are also Air Chiefs of their respective air forces, Hannis has a broad network of support and influence around the world. Likewise, U.S. airmen who worked with him have invaluable ties with Hannis' air force. This bond of trust was not formed overnight. It was established and developed over 30 years of training together, partnering in international operations and participating in various exercises.

So this is a fictional character, but the scenario that we just laid out here, it's real. It's happening over and over. I can tell you as I go around the world and meet with Air Chiefs, there are many who have this same story that I just gave you a notional picture of.

So recognizing the importance of international experience, the U.S. Air Force also offers an international track for our airmen. By becoming regional area specialists and pol/mil affairs strategists, they gain the insight and the skills to build effective relationships with global partners.

To our U.S. airmen that are here today, as you progress through your careers, remember that the international airmen you are meeting at training and education programs, exercises, they'll be an important resource throughout your career. Make an effort to network with as many people as you can, cultivate these relationships and grow them. One of you in this room may be our Air Chief someday with this Air Vice Marshal Hannis. Your broad Air Force experience combined with the bonds of trust you formed with airmen from around the world will better prepare you for this and other leadership roles.

Now I'd like to talk about opportunity, and who better to use as an example than General Douglas MacArthur. This is what I ask of

our industry partners as we collaborate to meet our national and global security objectives -- to seize opportunities that will result in superior exportable technology for the U.S. Air Force and for our partners.

We know it's not a small task. Today's technology is the result of decades of engagement between industry and militaries around the world. Looking back over the last century, much has changed but one thing remains constant. Collaboration with industry, it's critical to our success. In every major war and in peace time, our governments have relied on industry to provide the technological capabilities needed to defend national and global security interests.

Our cooperation with industry dates back as far as World War I, the first war in which aircraft were developed on a large scale for combat operations.

Then there's World War II when we saw a drastic increase in the pace of aircraft developed. In 1940 when President Roosevelt called for the production of 50,000 planes over the course of one year, industry responded to this. It seemed like an impossible feat at the time. Not only did it respond it excelled and nearly doubled the number by 1944.

Air power has continued to play a central role in many more conflicts since then, serving to make us a more efficient and effective force.

Over the years we saw the rise of jets in the Korean War; precision guided munitions and electronic warfare in Vietnam; stealth and GPS in Desert Storm; and remotely piloted aircraft most recently in Afghanistan and Iraq. In every major conflict around the world, industry, you've risen to the occasion, pushed technological boundaries and delivered these critical capabilities. The contributions of the aerospace industry represents much more than aircraft and technology sales. By helping to build this global air capability and capacity, industry is directly supporting our security cooperation activity and is a crucial part of this global force we're talking about.

Our U.S. and partner air force fleets have served us well for a long time, but like everything, this technology ages, becoming obsolete, more expensive to maintain. The Air Force and many partner air forces find themselves with aging fleets and shrinking budgets which presents an opportunity for industry and the Air Force to innovate and deliver new platforms and technology.

So despite today's budget challenges, the threat to our global security, it continues as does our Air Force mission to fly, fight and win.

There's a pressing need to invest in future capabilities that will best support this mission. The future success of the Air Force depends on our ability to focus on the right priorities to modernize and recapitalize our fleet.

This also applies to our international partners. We need them to have access to the same equipment we have in order to be interoperable between our forces and support a wide network of capable partners.

So to all our industry members, I'll say this. We're always looking for opportunities where we can learn together more effectively and efficiently on future initiatives. What we need most from you are ideas. Ideas on research and development, as well as ideas on how we can improve collaboration.

As we look toward the future I encourage you, I really encourage you to make the most of every opportunity out there while providing products that are affordable, on schedule, and most of all, exportable.

We need to work closely together on managing expectations regarding exportability to ensure we're prepared to meet sales demands while complying with U.S. policy.

Taking exportability into account during the product development benefits all of us by bringing down acquisition, sustainment costs for all participants, while contributing to global interoperability and increased sales.

Though the Air Force doesn't write export policy, we're working hard to anticipate partner needs and be more responsive. We'll continue striving for better, faster, cheaper business practices.

Finally, successful collaboration means free and open competition. This has been a driving force behind the U.S. and other partners' abilities to maintain the best equipped air forces in the world. Without a doubt, the research and development you provide helps ensure that our air, space and cyber capabilities powered by airmen, fueled by innovation, remain the very best in the world and are equipped to defend against 21st Century threats.

I'll close with this quote from our Air Force Chief of Staff General Welsh by reiterating the need for a partnering culture.

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"We must be better together." I think today in his presentation just this afternoon he even said it in better words. We need to hug them even closer. Now's the time to do it.

Again, I'm hoping that you remember that there are many ways we can cooperate. Everyone in this room has a role to be part of this partnering culture as we go forward.

I'd like to close with that, ending that again, to stress what I started out with, that if you walk away from here today and you just remember that we will not have global vigilance, global reach or global power without global partnerships, then we've succeeded here today and every one in this room has a role to partner with those that are on the right and left side of you.

I'm going to close there from the formal part. I'm going to open it to discussion, questions, comments on what I've said here today.

Question: The Air Force [inaudible] in the field. How do you see that affecting [inaudible] that the department [inaudible]?

Ms. Grant: I heard the question --

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