



U.S. AIR FORCE

Policy Letter

Digest

Policy, News and Issues from Headquarters U.S. Air Force

December 2002

Lessons learned from OEF

*by Dr. James G.
Roche, Secretary of
the Air Force*

The events of the past year have presented our nation and our Air Force with tremendous new challenges. We are now engaged in a global war with an elusive and resilient enemy that does not employ traditional means of warfare.

Oct. 7 was the one-year anniversary of the beginning of Operation Enduring Freedom and our counterstrike in this new form of warfare. We've flown almost 82,000 strike, reconnaissance and tanker sorties in Central Asia and over the Continental United States. Our mobility forces delivered thousands of troops to the fight, and they delivered more than 2.5 million humanitarian rations to the people of Afghanistan. We occupied or built bases for our coalition operations and for our sister services, many of them in remote and austere environments and many in the backyard of our former adversaries.

Our achievements to date are superb. We've built and sustained a powerful coalition of 90 nations, with 18 countries engaged in Afghanistan. Al Qaeda, although still a danger, is on the run. The Taliban was driven from power in Afghanistan. Afghanistan is no longer a base for global terrorist operations or a breeding ground for radical Islamic militancy, and the Afghan people have been liberated.

We accomplished all this despite the challenges of waging a combined campaign in a landlocked nation. While we fought and won the first phase of this campaign as a joint team — and we'll always fight as a joint team — every man and woman, military and civilian, active, Guard and Reserve can be proud of the substantial Air Force contribution to those successes.

There are many lessons the United States has learned from OEF and other recent experiences that apply to the future:

* Future wars will require all elements of national power — economic, diplomatic, financial, law enforcement, intelligence and overt/covert military operations. While wars can benefit from coalitions, they should not be fought by committee.

* Our joint forces must be able to communicate and operate seamlessly on the battlefield.

* We need to learn to accept help from another country at the level where they feel comfortable. We should also allow our allies to characterize how they are helping. This maximizes the cooperation and effectiveness of our allies and ourselves; particularly when publicizing the details could be damaging to their continued support.

* We must never eliminate options from our potential responses. Our enemies need to understand the United States will use every means available to defeat them.

* We need to put special operators on the ground early to increase the effectiveness of the air campaign.

* Finally, we must always be straight with the American people. Their support is rooted in trust, understanding and common purpose.

As we prepare for the next phase of this fight, none of us can afford to lose sight of the challenges that lay ahead. We've achieved many of our objectives, but there remains much work to be done. We can't afford to get complacent or think for a moment we've got our enemies beaten. We need to prepare and resolve ourselves to see this through to the finish, regardless of where the fight takes us.

The road to the future is paved with uncertainty. Our nation must be prepared to engage across the entire spectrum of conflict. To do so, our military must be flexible — flexible to engage any enemy, anywhere, at

any time. As we saw on Sept. 11, the unconventional enemy is a threat to our national security and our way of life. Our special operations forces are key to being able to deter and, if necessary, defeat this threat.

Our men and women in the Air Force today have continued to prove that when asked to fight for our nation, they will — and will do so with professionalism and excellence. They are committed to service and are ready to perform any mission we ask of them. They have been toughened by a decade of conflict, global engagement and expeditionary operations. As Gen. John Jumper (Air Force chief of staff)

recently pointed out, whoever stands against our force will have to battle a veteran corps of airmen:

“Almost every captain in the Air Force who flies airplanes has combat experience. ... virtually every engineer, security forces troop and medic in the Air Force has deployed. ... This is a veteran, hardened combat force. They have been shot at. They know what it’s like. And when we go, we’re going to be at the peak of our game.”

That’s the payoff for one of the busiest years in Air Force history.

Developing leaders: Air Force revises plan

Air Force Chief of Staff Gen. John P. Jumper recently announced a new approach designed to equip airmen with the individual education, training and experience they will need for the future. “Force Development” will fundamentally change the way the service prepares its future leaders, said the director of the Air Force senior leader management office at the Pentagon.

Instead of people receiving education and training or taking assignments to “check squares,” the Air Force wants to match them up with the best development experience for them and the service. For example, at a particular point in a person’s career it might make more sense to send him or her for a master’s degree or a fellowship program instead of in-residence professional military education. However, the advanced degree or fellowship program shouldn’t hurt that person when eligible for promotion.

Another part of Force Development is to recognize every person’s strengths and personal desires and to make them feel comfortable with their development plan.

If someone is happy being the best pilot, scientist, engineer or maintainer that he or she can be, that’s fine. People do not necessarily have to pursue development beyond their primary specialty because Air Force officials intend to make it perfectly clear that the service values technical knowledge and deep functional competence.

Many officers, upon leaving Air Command and Staff College, have been thrust into assignments for which they have no training. They arrive at the new assignments uncomfortable because they are unable to fully contribute to their new teams.

To remedy this, the Air Force will add a module of training in the ACSC curriculum tailored to the assignment each individual will be receiving. It will give these officers the familiarization needed for their follow-on assignments.

Although Force Development is currently focusing on the officer corps, it will eventually expand to include enlisted airmen, civilians, and the Air Force Reserve and Air National Guard.

Air Force’s top chief discusses issues

The most important thing any airman can do is “recognize that what you do is valuable to our nation’s very existence and what we stand for,” said Chief Master Sgt. of the Air Force Gerald Murray.

Although retention rates are improving, according to Chief Murray, the Air Force continues to focus on keeping its quality people

by working toward greater predictability of deployments, balancing the force and improving quality of life. The chief pointed to recent strides the Air Force has made in the last few years.

One example is the recent addition of enlisted airmen enrolled in master’s degree programs at the Air Force Institute of

Technology. He also discussed the new four-plus-one dormitory concept. The new style has four airmen sharing a common living area, complete with a kitchen and living room, but having their own bedroom and bathroom.

The top NCO also talked about recent improvements in pay and compensation over the last three years that has balanced the mid-level NCO's pay table. He said he will advocate for a targeted pay raise this year and in 2004 to address a pay gap for senior NCOs. He also discussed the recent increase in tuition assistance. The assistance now pays 100 percent of tuition and fees up to \$4,500 a year, covering tuition at most colleges and universities.

Additionally, the Air Force is improving military family housing by increasing the square footage of units.

Another topic the chief discussed was operations tempo, which he said was probably the single most important factor in an airman's decision to stay in the Air Force. One of the goals is to maintain the air and space expeditionary force deployment rotation schedules and continue to improve on the process.

"We're committed to 90-day rotations and 15-month cycles for our people," said Chief Murray. The Air Force is doing that now for about 90 percent of those deployed, he said, with the exception of high-demand units and stressed career fields.

"Our Air Force is heavily tasked, but there's hardly an airman who can say that what they're doing is not important and meaningful, and that they're making a difference in our mission," he said.

New mission support group to increase readiness

Support groups at Air Force bases worldwide are being reorganized into a new organizational structure: the mission support group. The change is part of an overall reorganization called the combat wing organization, a result of the 2000 Chief of Staff Logistics Review.

The MSG makes it possible to employ agile combat support capabilities to open and establish the base as well as provide for sustainment of base operating capabilities. The MSG brings together under one commander critical expeditionary combat support planning and execution resources, including the new

logistics readiness squadron, contracting, communications, civil engineers, services, security forces and personnel.

This change gives the Air Force the command structure, responsibility, authority and resources to prepare the battle space. It creates the operating location, positions the fighting force, sustains and protects the force during operations, and then recovers and reconstitutes the force. The end result will be increased readiness, which is always the top priority. Nearly 90 percent of Air Force installations had made the transformation to the MSG structure as of Nov. 1.

New strategy globalizes Air Force information

The Air Force is changing the way it manages information. The 2002 Air Force Information Strategy is designed to standardize the way the Air Force uses the ever-increasing volume of information it generates in the performance of its mission.

The overriding idea presented in the strategy is that the Air Force will create a single, global, integrated digital network that is available to all members who need information.

The network would provide what information is necessary, where it is necessary and when it is necessary. For warfighters, a global network will mean quicker access to

targeting, weather and intelligence information.

The Air Force's global network will benefit more than just the warfighter. Maintenance information for aircraft, or even video footage of complex repair techniques, will someday be available online. Maintainers would be able to access that information with a handheld computer from anywhere in the world.

Additionally, because personnel, medical and financial information will be available globally and around-the-clock, Air Force members will be able to accomplish actions in those areas, regardless of their own location.

New aircraft will maintain command, control advantage on future battlefields

The Air Force currently enjoys a command and control advantage on the battlefield thanks to its E-3 Sentry airborne warning and control system aircraft and E-8C Joint Surveillance Target Attack Radar System aircraft.

Future success depends upon an ability to rapidly engage fleeting or emerging targets and to counter the enemy's growing technological developments, the service is developing the next generation system — the multi-sensor command and control aircraft — to maintain its decisive advantage on the battlefield.

The service envisions moving the air and ground surveillance, battle management, command and control and targeting capabilities of the AWACS and Joint STARS on to the same or separate Boeing 767 MC2A aircraft .

The Air Force Command and Control, Intelligence, Surveillance and Reconnaissance Center at Langley Air Force Base, Va., analyzed a variety of aircraft from different manufacturers before deciding upon one that met all desired requirements. They determined

the only aircraft with the power, space, range and load-carrying capability to meet the requirements of the MC2A was Boeing's 767-400 extended-range aircraft.

Once the Air Force selected the aircraft that would become the MC2A, the service chose to take a spiral development approach in the acquisition of the airplane.

The first increment, Spiral One, focuses on developing and fielding ground surveillance, targeting, C2 and battle management capability similar to Joint STARS. It also calls for the installation of a fiber-optic backbone to accommodate future growth and ease the integration of added capabilities into the aircraft. Spiral Two will focus on the integration of an AWACS-like air moving target indication capability on to the same or separate 767 MC2A aircraft, greatly enhancing battle management, surveillance, targeting and command and control capability.

The Air Force has received \$4.5 billion in funding for Spiral One.

Air Force battles shortages of scientists, engineers

The Air Force continues its fight to remedy a shortage of scientists and engineers, as nearly one third of that workforce becomes retirement eligible in the near future. To guarantee access to these technologies on future battlefields, the Air Force is developing several initiatives to ensure it maintains a strong scientist and engineer workforce.

The first step taken to resolve this problem was appointing the office of the assistant secretary of the Air Force for acquisition as the functional manager for all Air Force scientists and engineers.

An initiative that will be available in December is a career development guide for

scientists and engineers to help them define career goals, professional development and paths to greater career opportunities throughout their service. A mentoring guide will also be made available on the World Wide Web to help young scientists and engineers link up with a proper mentor. Other initiatives include retention bonuses for scientists, engineers and program managers, and robust college recruiting.

The Air Force also is active in "co-op" programs that allow students seeking technical degrees to work either part-time while attending class or alternate between working one term and going to school the next.

New dormitory standard means bigger rooms

Air Force officials have developed a new dormitory standard to enhance the standard of living for residents of Air Force dormitories.

Construction on the four-plus-one style of dormitory could begin as early as this year. This style has four airmen sharing a common living area, complete with a kitchen and living room, but having their own bedroom and bathroom. Under the current one-plus-one plan, two airmen share a kitchenette and bathroom, but have their own bedroom.

The new plan is a direct result of a secretary of defense policy change that increases the allowable space for dorm rooms to 17 square meters. The new plan sends a clear message of support to enlisted men and women worldwide.

The already built one-plus-one dormitories will not be renovated, as they are deemed adequate by the secretary of defense policy. Both plans offer considerable upgrades to previous dormitory standards.

Developing spacepower: building on the airpower legacy

*by Peter Teets,
Undersecretary of the
Air Force*

I believe, today, we face a greater challenge to our nation's security than perhaps any since the dawn of the Cold War.

I believe we can distill the success of airpower down to three guiding principles. Those principles are: gain and maintain control of the high ground, apply capabilities of the new medium to all conceivable forms of warfighting and develop a new professional culture. Our greatest successes with airpower have been when we have adhered to these principles. Our greatest failures have been when we have ignored them

The first principle is the imperative to control the high ground. This has been a rule of warfare ever since the dawn of time. But as warfighting moved from earth's surfaces into the air, the military advantages of control of the high ground became even more pronounced. We have traditionally kept air supremacy because we have a rigorous and aggressive doctrine of control of the air. The first thing we do in any military campaign or combat operation is to gain mastery of the skies and deny the skies to the adversary. It is rigid adherence to this principle that explains the amazing fact that we have not lost an American to enemy aircraft attack in 50 years. But it is also true that an adversary, confronted by superiority in the air, will do its best to deny that control, to the greatest extent possible. This drive to deny control of the air is nothing new.

The second universal principle we have learned is the need to apply the capabilities of the new medium to all conceivable forms of warfighting. In the earliest days of airpower, there was a belief the airplane could do nothing to change the course of warfighting. You've probably heard the story of the British cavalry commander who wanted even friendly aircraft as far from his forces as possible, because they frightened his horses. Or even (President) Calvin Coolidge, who, upon receiving a request from the War Department to buy more aircraft, replied: "Why don't we just buy one airplane and let the pilots take turns flying it?"

But eventually, due more to dire lessons learned rather than to vision, military leaders began to integrate air capabilities into warfighting. It started small; first as

reconnaissance, then as support to ground operations in the form of close air support. Then it expanded to long-range interdiction and ultimately to the strategic strike and global mobility roles we knew in the Cold War and Desert Storm.

Perhaps the ultimate use of airpower happened during Operation Allied Force, over Kosovo, where airpower motivated the adversary to surrender. British military historian John Keegan captured the significance of that campaign when he said: "Now there is a new date to fix on the calendar: June 3, 1999, when the capitulation of (Yugoslavia) President (Slobodan) Milosevic proved that a war can be won by airpower alone."

I suspect the day will come when space capabilities alone will achieve a campaign victory — like June 3, 1999, when airpower did over Kosovo.

The third universal principle that we can look back and see was critical to the successful development of airpower, was the development of a new professional culture. This has been a blend of several profound influences: the love of technology and a new frontier, personified perhaps best by none other than the Wright Brothers; the vision of airpower as a decisive form of warfighting, as espoused by legendary figures such as (Generals Henry) "Hap" Arnold, Curtis LeMay and Billy Mitchell; the adherence to the belief that airpower must be centrally controlled by airmen who understand its unique capabilities and uses, as espoused in our doctrine today.

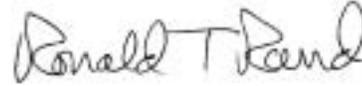
At the end of the day, adhering to this principle — developing a new professional culture — a space cadre — may prove the most decisive. All the technological capabilities in the world will prove useless, unless we have the leadership, vision, motivation and skills to employ those capabilities effectively. These are qualities we cannot produce overnight. It will take time to nurture, develop and mature this space cadre — as it did for the cadre of airpower professionals before it.

These, then, are three principles to guide us as we work to shape our nation's space capabilities. But there is one more lesson to learn from this discussion. We jealously gain and maintain control of the air, though others

may try to deny us that control. We aggressively apply airpower in every conceivable manner to achieve our warfighting objectives, from global vigilance to global reach to global strike. We proudly and actively support and nurture a culture of airpower professionals. We do all this better than anyone else.

The challenge is now. The time to act is now. The United States has a proud history of successfully wielding land, sea and air power in the protection of our nation and its freedoms. It must be our goal that the United States carries this legacy of success into the medium of space.

With your help, it will.



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

QUOTABLE QUOTE

“There is no denying that the world is a decidedly different place than the one we knew in the previous century of world wars and our struggle against communism. Today, our adversaries’ goals include creating terror through disruption of our economic system and by striking American interests at home and abroad. ... More troubling, in this new era of stateless actors, these aggressors may be non-deterrable; at least by the traditional means we have employed to prevent wars among nations.”

Dr. James G. Roche, secretary of the Air Force

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