



U.S. AIR FORCE

Policy Letter

Digest

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

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Roche, Jumper discuss Air Force transformation

Air Force Secretary James G. Roche and Air Force Chief of Staff Gen. John P. Jumper recently participated in a roundtable discussion for Air Force Television News. It was a first for the program as the two top leaders discussed the year and the future of the Air Force. The following is an excerpt from the discussion.

Air Force News: Let's move a little bit into this word "transformation." I read a comment I believe that you [General Jumper] had made about it not being a destination but it being a journey. Do you mind, both of you in fact, taking the opportunity to talk a little bit about transformation, what it is and where we're going with it?

General Jumper: Transformation exists at many levels, and the boss will want to comment on this, too.

At one level it's about technology. It's taking our technological advantage and leveraging that into an asymmetrical advantage for the nation.

At another level it's finding ways to overcome the asymmetrical disadvantage this nation has to deal with because of our free and open society and the type of society we are.

Yet another level is very personal. It's about our people. You take the people that are out there, you read about them in the papers, running around on the ground in Afghanistan talking to the guy in the B-52, the kid on the horse with the laser goggles and the gun and the GPS (Global Positioning System) device putting, and the crews from the B-52 putting GPS-guided bombs to within 800 meters of friendly positions on the ground. That's transformation.

It's a 40-year-old B-52, it's a 21st century GPS bomb and GPS guidance system. It's a

mean horse that comes from the mountains of Afghanistan that this guy was riding. But you have a mix of things that were put together to do the job that needed to be done by our great folks on the ground. Who are they? Our special ops guys, our special tactics guys, and our ground (G-Tacs) — our tactical air controllers on the ground. People wearing Air Force uniforms mixed in with Army formations and Navy Seal formations as well. Special operators getting this job done and putting together the technologies and the tactics and the procedures to get out of the stuff we have that we possibly can.

It exists in other levels too, (such as) the acquisition business and in big business.

Secretary Roche: Secretary (of Defense Donald) Rumsfeld has been identified with the expression of transformation, it can be transformation, it can be adaptation. I think what General Jumper has pointed out is it's not just a single thing; it's not just a new system. It's really trying to pause and say this is a new era.

For the Air Force this is actually easy for us at one level because we were born in a major war, World War II. We come out as a strategic nuclear strike force, we have the Soviet Union, communism collapse, become Russia. We adapt to a new source of circumstances. We now have a new era of war on terrorism and it's adapting. That's creating new systems, but it's also taking existing systems and using them in brand new ways which is what the Chief just discussed.

It also means, as he pointed out, our thinking. We have to stop and say is this a smart way of doing something? Can we do it faster, better, cheaper? Are we organized right? Are we approaching this correctly? Are we educating our folks correctly? Asking fundamental questions of ourselves in a sense

of reinvigoration. In order to transform or adapt this force to be highly successful in this era the way it was successful in prior eras. You can't just stick with what you have.

But it doesn't necessarily mean building something new. It does say if there's some new technology that can be attached to some existing systems then it can do quite well. I think you find this on the F-22 where we take an aircraft that was truly designed originally to be an air-to-air superiority fighter that was going to dominate the skies forever. But its inherent characteristics of stealth and high altitude, supercruise, and advanced avionics when adapted make it an absolutely superlative air-to-ground attack system in heavily threatened environments.

You don't have to start from scratch. You can adapt something based on inherent capabilities.

Air Force News: The F-22 is an air superiority fighter and I hear the B word, the FB-22. Can you tell us what that means?

Secretary Roche: The plane from day one always had an air-to-ground mission as part of its design. It was to go against very, very heavily defended areas and advanced surface-to-air missile systems.

As we looked to see how we could attack the most difficult targets which are mobile targets that are deep in an enemy territory or targets that are very hard to discern and only pop out for a period of time and then go back, which means you have to have constant surveillance and ability to attack very quickly. The attributes of the system we wanted led us to the F-22 which has basically, when armed, three times the range of any existing aircraft when also armed.

We looked at the FB-22 which is a variation of this with a much bigger wing, to see would it make that much of a difference, and that's the sort of study that Secretary Rumsfeld has us going through right now.

General Jumper: The strengths of the F-22 I think are very well understood, but they have mostly been associated with the air-to-air mission. What we've done with the F-22 is to describe the thing that it's going to be the best at in my estimation, and that is to take out the next two generations of surface-to-air missile sites. Plus be able to penetrate any

known defenses that we see coming down the road and take out those high leverage targets, command and control, the surface-to-air missiles. And by the way, if anything wants to come up and try and mess with us we'll take it out because it is the best air-to-air capable aircraft out there.

Now add to that the fact that the F-22 for the first time allows us to bring stealth into the day time. The B-2 and the F-117 we have now are excellent aircraft but they don't protect themselves, and the F-22 can not only protect itself but it can also protect the other stealth assets as well.

So now the F-22 enables us to bring our whole stealth inventory into the day time when we need to do that.

So the airplane, is it transformational? You bet it's transformational. It brings us into an era where an enemy has to do something completely different than he's doing today in order to defeat this system.

Air Force News: Is it a money-saving issue when you look at something like the F-22 and then incorporate something like the FB-22.

Secretary Roche: It will actually cost some money to develop the FB-22 and right now it's a concept. It's a concept that helps stretch our minds. We're doing the analysis to see whether there ought to be tradeoffs and maybe have more FB-22s than F-22s as part of the studies the Secretary has asked for which we actually welcome because we think it's good to do. It helps with this, let's take a clean sheet of paper and not just be stuck on our old mantras, but what makes sense.

But it's a good example of transformation in the broader sense. Technologically, it's adapting something. We would do more, for instance, if the radar can make it better for air-to-ground which can happen quite naturally. We would develop small diameter bombs which allows each F-22 to carry eight weapons. The Army now wants to operate in the future in smaller, lighter, more diverse — not diversified but more disbursed units. And therefore a big bomber which has economics of scale and is at a disadvantage when you want to help groups of troops on the ground who may be disbursed over a larger area.

Ranges, airspace, installations critical national assets

*By Gen. Robert H.
Foglesong,
Air Force Vice Chief
of Staff*

So it's changing our thinking, but not necessarily throwing everything away.

It's building upon that which we have, but using it in very new ways which is the essence of most revolutions in military affairs.

General Jumper: We take advantage of all the developmental work that's already

been done on the basic airplane, same radar, 90 percent the same software.

You use the same weapons but you develop them a step further so they can take care of the all-weather, under-the-weather mobile target capability that you're trying to deal with. So you just take in advance what you've already done.

Maintaining continued operations at our installations and access to our ranges and airspace is critical. In fact, if our ability to train our aircrews should diminish, America will soon lose its edge in air combat proficiency. We cannot solely rely on current Air Force technology to provide an advantage against our next adversary—our next adversary may have access to more advanced equipment than ours. Our installations, ranges and airspace are critical national assets that allow the Air Force to test new equipment, develop new tactics and train our forces to be combat-ready.

It is self-evident that we must be able to train as we are expected to fight. To do so, we must maintain adequate test and training resources. Our goal is to meet our evolving military needs while addressing and resolving, to the maximum extent possible, public concerns and federal, tribal, state, and other agency issues. However, competing needs or uses for these resources, coupled with legal and procedural requirements to adjust for new mission needs, are eroding the resource base that supports our test and training capability.

We have followed a practice of flexibility and willingness to adapt to the extent possible without compromising our operations. Sustainable access to ranges benefits many people. Our ranges contain significant cultural and natural areas, are used for grazing and crop production, and allow hunting or other forms of outdoor recreation.

We share airspace and airwaves with major sectors of our economy. However, we are faced with restrictions as well as competing economic uses for assets that undermine our mission performance and can ultimately affect our readiness, a condition commonly referred to as encroachment.

The Air Force is experiencing

encroachment that stresses our ability to maintain training and readiness in several areas: spectrum, air quality, noise, unexploded ordnance, endangered species and access to shared-use airspace.

Endangered species and habitat protection

Currently, 79 federally listed threatened and endangered species live on approximately nine million acres of Air Force lands and waters. As an example, on the Barry M. Goldwater Range in Arizona we follow the movement of approximately 100 Sonoran Pronghorn antelope. The Department of Defense flies about 70,000 sorties yearly on the range and our biologists track the antelope's movements to ensure they are not in the target area. If they are spotted, the missions projected for that area are diverted or canceled. Working hand-in-hand with the U.S. Fish and Wildlife Service and the Arizona Department of Game and Fish, we strive to ensure the survival of this endangered subspecies of antelope.

Unexploded ordnance

Unexploded ordnance and the disposal of residue material (primarily scrap metal) on air-to-ground ranges is one area where we have extensively investigated our practices and policies. UXO and range residue (used targets, inert ordnance, etc.) physically occupy only a small part of any air-to-ground range, but its presence is an increasingly expensive problem. The costs associated with clearing closed ranges have led us to the conclusion that we need to plan and manage for the entire life-cycle of a range.

Air quality

Many of our largest and most important installations are located in areas that are experiencing rapid growth and the attendant pressures resulting from air quality standards.

A number of our bases are currently located in “non-attainment” areas, which are places that failed to meet Environmental Protection Agency standards for air pollution, and more bases are in areas that are trending toward non-attainment. Air quality pressures generally affect operations at our installations more than on our ranges, but they potentially limit our basing options for force realignments and weapon system beddowns. If any beddown action is found not to conform to the state implementation plan for Clean Air Act compliance, the Air Force must either obtain air quality credits or reduce other emissions at the base to counterbalance the impact.

Spectrum relocation

The RF frequencies below about 5,000 megahertz are the most valuable part of the spectrum for the kinds of highly mobile functions carried out at our test ranges. Over the past decade, the federal government has lost access to over 235 MHz of bandwidth in this part of the spectrum — due primarily to international and congressionally mandated reallocations. For example, until 1992, the DOD and private sector aerospace industry were authorized to use 80 MHz of designated

spectrum in “Upper-S Band” to transmit real-time telemetry data from flight tests of manned aircraft. This spectrum bandwidth was needed to support increasing telemetry bandwidths requirements for future fighters and bombers.

In 1992, the World Radio Conference reallocated the lower 50 MHz of this frequency band to provide spectrum for broadcasting high quality audio from geostationary satellites. In 1997, under the requirements of the Balanced Budget Act of 1997, we were forced to transfer an additional 5 MHz of the original 80 MHz wide frequency band, leaving only a 25 MHz increment for flight test telemetry in this spectrum. Loss of this 55 MHz of spectrum causes, for example, delays in major flight-test programs.

The Air Force understands its obligation to identify competing human and environmental needs and to establish a compatible use of resources. However, it also recognizes it has a unique need to perform a military mission. The multi-billion dollar effort in defense programs to conserve, protect and restore the environment will continue to achieve lasting successes in all areas of protecting human health and the environment.

Jumper organizes operational task forces

Air Force Chief of Staff Gen. John Jumper has organized seven task forces grouping Air Force capabilities based on seven defined concept of operations. The intent of these task forces is to “operationalize” the way in which the Air Force organizes, trains and equips the Air Force for future Joint Air and Space operations.

The Air Force’s seven task forces are:

Global Strike Task Force will serve as the initial, leading edge “kick down the door” force designed to conduct operations in an intense anti-access environment. It will pave the way for persistent air, space, land and sea forces by rapidly rolling back adversary anti-access threats;

Global Response Task Force, will provide an integrated joint air, space, maritime, ground, and IO capability to respond globally to fleeting targets using precise and decisive force in an attack window ranging from minutes to hours;

Homeland Security Task Force will develop and integrate Air Force capabilities into joint and interagency efforts to effectively prevent, protect against and respond to a variety of threats against America;

Air and Space/Command and Control, Intelligence, Surveillance and Reconnaissance Task Force, will harness Air Force capabilities to achieve horizontal integration of manned, unmanned and space systems, eventually through machine-to-machine interface of ISR and C2 to provide executable decision quality knowledge to the commander in near real-time anywhere;

Global Mobility Task Force, will organize the capabilities necessary to provide worldwide movement of assets including support to victims of natural and man-made disasters, and will also be prepared to evacuate noncombatants;

Nuclear Response Task Force, is the Air Force contribution to deterring the use of weapons of mass destruction against U.S. or

allied forces and seeks to integrate conventional and nuclear capabilities, providing commanders a full spectrum of responses to counter aggression; and

Air and Space Expeditionary Forces Task Force, examines the best use of the Air Force's number one resource — people — and its other assets in an expeditionary environment to provide joint force commanders with ready and complete aerospace force packages that can be tailored to meet the spectrum of contingencies.

As a companion piece to the Air Force's capabilities-based task force concept of operations, General Jumper has directed that

each task force be assigned a champion to advocate the capabilities that task force represents across the Air Staff.

Most importantly, the old corporate programming structure, the Quarterly Acquisition Program Review, which was program focused, has been replaced by the Capabilities Review and Risk Assessment process, which focuses on operational capabilities rather than programs as the driving force behind the Air Force's corporate processes.

The goal is to make warfighting effects, and the capabilities needed to achieve them, the impetus for everything the Air Force does.

Aircraft training system gets approval

Gen. Don Cook, commander of Air Education and Training Command, put his stamp of approval on the Joint Primary Aircraft Training System. JPATS, which uses the T-6A Texan II, is a new concept in training that ties together all the logistics necessary to create a total primary pilot package for the Air Force and Navy.

“Our operations have shown JPATS to be a very effective training system,” General Cook said. “All components of JPATS are in place and operational at Moody Air Force Base, Ga. We have completed two student classes through the T-6A portion of Specialized Undergraduate Pilot Training.”

Moody has been operating at full T-6A student pilot production capacity since mid-July. A new class of students will begin training every three weeks with the 3rd Flying

Training Squadron, and the unit will train about 250 students each year.

The inaugural class of 15 undergraduate students, including two members of the Navy, completed their six-month JPATS training April 26 at Moody.

Other undergraduate pilot training bases will begin using JPATS through 2009, as the Air Force builds an inventory of nearly 400 T-6As over the next seven years.

The T-6A is a single-engine turboprop, two-seat trainer used to teach students basic flying skills common to all military pilots. The aircraft is fully aerobatic and features a pressurized cockpit with an anti-G system and an advanced avionics package with sunlight-readable liquid crystal displays.

It will eventually replace the Air Force T-37 Tweet and Navy T-34C Turbomenter.

Director of manpower realigns under personnel

The director of manpower and organization realigned last month to report to the deputy chief of staff for personnel, a move that began planning for an Air Force-wide merger of the manpower and personnel career fields.

Manpower and organization had previously been a directorate under the deputy chief of staff for plans and programs. While manpower and personnel have always had close ties, this merger will close any gaps between “spaces” and “faces,” said Roger M. Blanchard, assistant deputy chief of staff for personnel.

“What we do, now as an integrated organization, is so critical to the success of

the Air Force that we have to do it right,” Mr. Blanchard said. “The challenges that face us — the global war on terrorism, recruiting the right people, retention and development — are going to be better served by this closer integration between the manpower and personnel communities.”

The change will benefit the Air Force because the merged career field will create a better trained person considering total resource management between programming and building the requirement to get the Air Force's mission done, said Col. John Vrba, chief of competitive sourcing and privatization for the directorate of manpower and organization.

Executive order expedites citizenship

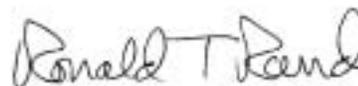
More than 3,000 active-duty registered immigrant aliens can now apply for U.S. citizenship immediately, thanks to an executive order announced in July by the president.

The executive order, authorized under Section 329 of the Immigration and Nationality Act, grants immediate citizenship consideration to noncitizen members of the U.S. military serving on active duty since Sept. 11.

"Thousands of our men and women in uniform were born in other countries, and now spend each day in honorable service to their adopted land," said President George W. Bush.

"Many of them are still waiting for the chance to become American citizens because of the waiting period for citizenship. These men and women love our country. They show it in their daily devotion to duty. Out of respect for their brave service in this time of war, I have signed an executive order allowing them an immediate opportunity to petition for citizenship in the United States of America."

Previously, noncitizen members of the military in peacetime could apply to become citizens after three years of service, instead of the usual five years for civilians.



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RONALD T. RAND
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QUOTABLE QUOTE

"The most important guy on the flight line is the crew chief. As a matter of fact, whether I walk into a flight line or I walk into a personnel section or any other section, my first question is where's the crew chief, because we have a functional equivalent of that in everything we do."

Gen. John P. Jumper, Air Force Chief of Staff

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