



U.S. AIR FORCE

Policy Letter

Digest

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

November 2002

'Transforming the Vision into Reality'

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

Secretary Roche spoke during activation of the 116th Air Control Wing, Robins Air Force Base, Ga., on Sept. 30. The event marked the deactivation of the 116th Bomb Wing and the 93rd Air Control Wing. The consolidation of the two wings creates increased flexibility in operating, maintaining and supporting Joint STARS (E-8C Joint Surveillance Target Attack Radar System) and increases the lethality and survivability of the B-1 bomber 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 who does not employ traditional means of warfare. These new realities underscore the absolute necessity to transform our air and space capabilities as well as the way we think about and employ forces. As we adapt to this new security environment, we must remain innovative in our approaches to procurement, warfighting concepts and how we organize to fight.

As airmen, we all must understand the "transformation" is not a term; it is a philosophy – a predisposition to exploring adaptations of existing and new systems, doctrines and organizations. It has been part of the total Air Force for decades. Transformation is not outlining new programs or things to buy. Rather, it is an approach to developing capabilities and exploring new concepts of operations that allow us to be truly relevant in the era in which we find ourselves, and for years to come.

The activation of the 116th Air Control Wing is a tangible and real example of transformation. It's a wonderful example of how we can improve our capability without jeopardizing readiness or the warfighting effects we deliver to combatant commanders

and our joint forces.

We decided to pursue this endeavor just over a year ago. Our plan was clear: consolidate the B-1 (Lancer) bomber force and apply the savings realized to B-1 maintenance and modifications. We did this to improve its survivability and combat capability. The payoff is tremendous. By retiring 32 aircraft, we saved more than \$1.3 billion, and here's the important part: the savings will be reinvested in the B-1 bomber, not to pay another bill or fund another program. We'll upgrade the aircraft's defensive systems and avionics and integrate a new family of weapons, including the Joint Air-to-Surface Standoff Missile. We've increased its lethality for the warfighters while improving the survivability of the aircraft, making the B-1 a formidable system for future conflicts. The consolidations will give us a fleet that is fully funded and combat-capable for the next 20 to 30 years. This is exactly the kind of innovations – the kind of transformation – we need to adjust properly to this new era.

We recognized that a tremendous opportunity had been placed at our door. An opportunity existed to take a revolutionary leap forward in our development of our future total force by dramatically increasing the talent available to operate, maintain and support Joint STARS.

In the Air Force, we firmly believe that one of the great advantages we bring to the joint team stems from the flexibility of our force. The synergy of our fully integrated active-duty, Air National Guard and Air Force Reserve team provides warfighters with capabilities that would be difficult to impossible for these components to provide alone. From the Gulf War to the Global War on Terror, we've demonstrated this over and over. Our (air) reserve component accounts for more

‘Enterprise architecture’ integrates systems

that 65 percent of our tactical airlift, 35 percent of our strategic airlift capability, 60 percent of our air refueling, and possesses over a third of our strike fighters. The ARC also makes significant contributions to our rescue and support missions, and has an increasing presence in space, intelligence and information operations. In the Air Force, the air reserve component is on the first string, and for decades to come will remain critical to achieving the full potential of American air and space power.

With this blending of two into one, we move toward an even closer partnership among the

components, and we further deliver on our vision to build a future total force. We deliver more seamless integration of our people and systems. We deliver efficiencies previously thought unattainable. We leverage the individual strengths of the active and Guard by combining operations into new organizational structures. This allows us to improve continuity by adding a stable, semi-permanent workforce to our rotating active force, and we deliver more interactive and flexible career patterns for our active and Guard leaders.

Transformation, the Air Force chief of staff said, is the key to the service’s future.

To that end, Gen. John P. Jumper said the service needs to stop concentrating on individual systems. Rather, the Air Force’s air, space and ground platforms must work together by sharing information to accomplish the mission.

“Enterprise architecture” is the Air Force’s blueprint process to bring together its individual systems to form this integrated capability. Just as an architect designs a building to ensure all its parts work together and make sense, enterprise architecture will use models and processes to capture the complex interrelationships between the Air Force’s many systems and platforms. It also will ensure that this integrated view is linked to the Air Force’s requirements, planning, programming and budgeting, as well as its acquisition processes.

“Enterprise architecture lets us effectively deal with the enormous complexity of integrating the large number of different components that contribute to performing Air Force missions,” said John Gilligan, Air Force chief information officer.

Essentially, he said, the goal of the Air Force’s architecture efforts is to point the way to the future for the Air Force in terms of innovation, and simplicity.

“The goal of Air Force enterprise architecture is to provide the roadmap for innovation and to function as a blueprint for improving the overall leverage of valuable information technology resources,” said Mr. Gilligan.

The true value of enterprise architecture becomes apparent as leaders look to future budgets. According to Mr. Gilligan, the architecture will allow people to determine if something should be funded in a particular year’s budget based on how the capability contributes to mission accomplishment. Perhaps more importantly, the architecture could prevent the accidental misspending of money on related items.

Another benefit from enterprise architecture is the capture of the required system-to-system interactions, which then becomes requirements to be satisfied in the acquisition process.

“The systems architecture should define how the F/A-22 Raptor interacts with an airborne warning and control system aircraft, (which is) interacting with an air operations center,” Mr. Gilligan said. “This system architecture then feeds into the requirements process for individual systems as well as the budget and development processes.”

In the past, Mr. Gilligan said, three separate documents had to be generated to achieve the same result.

Mr. Gilligan said Air Force Space Command will manage architecture activities for space-related missions, and the deputy chief of staff for installations and logistics will handle for logistical architectural needs.

“Air Force architectures have to fit a broader context,” he said. “We have a lot of efforts under way with the other services and the joint community ... so we’re going to make sure our architecture approach is in harmony.”

Murray: Quality of life a priority

As the backbone of the world's premier air and space force, the Air Force's enlisted corps deserves a quality of life unmatched by any military organization in the world, according to the service's top enlisted airman.

Providing that quality of life, said Chief Master Sgt. of the Air Force Gerald R. Murray, requires more than just building bigger homes and procuring better benefits. It means giving them sound leadership, a good organization and a good "team" atmosphere.

"The Air Force is a people-oriented force, and we will always do our best to provide our great men and women with these things," said Chief Murray, who became the 14th chief master sergeant of the Air Force July 1, succeeding Chief Master Sgt. of the Air Force Jim Finch.

Chief Murray believes it is only fair to provide these dedicated airmen with quality workplaces and housing, more educational opportunities and better pay and compensation.

Fortunately, he added, many of those things are on track in the near future. But more is needed.

The chief said he would like to see enlisted professional military education focus more on the service's core competencies, combat readiness and other military aspects of leadership.

"Sometimes we over-emphasize the academic portion of PME when we really need to prepare better combat leaders," he said. "Don't get me wrong, our professional military education and NCO corps are the best in the world, but we can always strive to be better."

That attitude is the basis of transformation and why the Air Force implemented the air and space expeditionary force construct. He said increasing understanding and awareness

among airmen of the AEF mind-set and how it is designed to improve their quality of life is critical.

"Air Force leaders are committed to the AEF cycle of 90-day deployments every 15 months," he said. "It's a promise we've made and we're working to keep it."

Getting the AEF mind-set established among "bluesuiters" should be a simple matter, he said. After all, everything the Air Force does is cyclical.

"For years, the Air Force has operated on an annual cycle for everything from aerobic testing to suicide awareness and chemical warfare training," Chief Murray said. "We're working to establish these according to the AEF cycle, every 15 months."

Fortunately, he said, the system is evolving into what Air Force leaders envisioned. When the service first implemented the AEF construct, about 80,000 people were assigned to deploy. Today, more than 260,000 are assigned to deployment codes.

But there is still much work to do in perfecting AEF.

"We need to reduce the stresses on those airmen who are being tapped for multiple deployments or are being asked to deploy for a longer period of time," Chief Murray said.

As the AEF process evolves, he said, readiness continues to climb.

"The current force is more ready to fight than any other time in history," he said. "The majority of our airmen are trained and ready because they are in the AEF and have been deployed, some to tough locations," Chief Murray said. "These deployments have made our people mentally and physically ready to accomplish the mission. And that is one of the greatest benefits of the AEF construct."

Senior leaders expand anthrax vaccine program

Air Force senior leaders recently approved expansion of the Anthrax Vaccine Immunization Program within the service, meaning more people will be asked to roll up their sleeves in the near future.

The Air Force Anthrax Vaccine Implementation Plan was distributed to commanders in mid-October, according to Maj. Linda Bonnel, Air Force Medical

Operations Agency.

"Installations are to implement the Air Force plan immediately and expand anthrax vaccination to include Priority II people," Major Bonnel said.

Priority II personnel are airmen, emergency-essential Department of Defense civilians and specified contractors assigned or deployed to designated higher-threat areas

for more than 15 consecutive days, Major Bonnel said. Priority I people, who recently began receiving the vaccine, include those in designated special mission units and anthrax vaccine manufacturing and DOD researchers. Higher-threat areas include countries primarily in Southwest Asia, the major said.

Individuals who fall within the Priority II description will be notified of their need for the anthrax vaccine, Major Bonnel said. The public health office at each installation will maintain a list of the most current higher-threat areas and will ensure troops receive all required force health protection measures before deployment.

The Food and Drug Administration has determined that the current anthrax vaccine is safe and effective in protecting against all forms of anthrax infection, a scientific conclusion that was recently supported by the Institute of Medicine, the major said.

The FDA-licensed schedule for the anthrax vaccine calls for doses at intervals of two and four weeks after the initial dose, followed by doses at the six, 12 and 18 month points, plus annual boosters. Individuals who had previously started the anthrax vaccine series will pick up with the next dose due.

The AVIP was first started in 1998, primarily for those personnel assigned or deployed to Southwest Asia and Korea. Since that time, the program has undergone a number of changes.

Most recently, administration of the vaccine has been restricted to a relatively small number of people as part of a slowdown due to production and supply issues. Since these issues have been resolved, the program is being reintroduced per recent DOD policy.

For more information check the official DOD Web site at <http://www.anthrax.mil>.

Commanders receive responsibility pay

Active-duty Air Force squadron, group and wing commanders will soon receive command responsibility pay.

The Air Force's deputy chief of staff for personnel at the Pentagon said the new category of pay is much needed and overdue.

"Command is a unique and wonderful opportunity that demands a great deal of commitment and sacrifice," said Lt. Gen. Richard E. Brown III. "It also demands long hours and additional out-of-pocket expenses."

CRP will be \$50 per month for majors, \$100 per month for lieutenant colonels and \$150 per month for colonels. Although CRP was scheduled to begin Oct. 1, these field grade officers will not receive CRP until the fiscal 2003 defense budget is passed, personnel

officials said. Once funding is available, military personnel flights will begin updating the records of eligible commanders in the Military Personnel Data System. Flag officers, vice and deputy commanders, and temporary or "acting" commanders during deployments or at home station are not authorized CRP.

Additionally, law prohibits those officers already receiving special pay, such as medical and dental officers, optometrists and veterinarians, from receiving CRP. Because entitlement of CRP for Air Reserve Component commanders differs from that of active-duty commanders, the Air Force Reserve and Air National Guard will release the eligibility criteria and guidance at a later date.

Officials reduce number of airmen outside service

As a result of a recent Department of Defense-directed review, the Air Force will cut down on workforce responsibilities outside the service, officials at the Pentagon said.

DOD officials challenged each of the armed services to examine its manpower to ensure it was only being used where military presence is critical, according to William H. Booth Sr., senior adviser in the Air Force's manpower and organization directorate at the Pentagon.

The Air Force's goal is to bring about 4,000 airmen working outside the service back to service-related duties.

"There are more than 14,000 Air Force people in non-Air Force billets performing non-Air Force duties primarily in unified commands and defense agencies," Mr. Booth said.

"(The secretary of the Air Force's) near-term goal is to develop and implement a plan that will reduce our contribution down to 26

percent,” Mr. Booth said. “This will result in bringing about 4,000 people back into Air Force positions. If we can bring these people home, then we can relieve some of the stresses on our own units.”

This effort to return airmen to Air Force jobs is not an attempt to reduce the service’s influence in the joint or unified world, he said.

“If you look at the makeup of the key senior billets in the unified and joint world, our share is approximately the same as our percentage of overall DOD military strength,” Mr. Booth said.

“Where the bulge happens to be is in the support areas. Some are very Air Force-heavy and we want to make sure that we only contribute our fair share in these areas,” he said.

Air Force officials have already had face-to-face meetings with some of these agencies to begin developing an implementation plan. There has been no negative reaction to the concept but, instead, a willingness to look at the bigger picture, Mr. Booth said.

“Our goal is to do this in a way that makes the most sense and causes the least disruption for all the people involved,” he said.

The proposed changes will not affect end-strength levels of the Air Force, Mr. Booth said. “There is no intent throughout this entire process to get rid of any airmen,” he said. “We have an end-strength ceiling of approximately 360,000 people and we have requirements that far exceed that. The goal of this process is to reduce the stress on our people and make their lives better.”

Guidelines for augmentee program allow flexibility

Air Force commanders now have more flexibility in running base augmentee programs as a result of recent changes by personnel officials at the Pentagon.

The Resource Augmentation Duty, or READY, program has been replaced with a voluntary set of guidelines, a move meant to help commanders develop their own version, said Bill Ray of the office of readiness and joint matters in the Air Force directorate of personnel.

“Each installation is different in its structure and physical layout,” he said. “One augmentee program [designed] to fit all produced many inefficiencies. This change allows commanders to set up a program that runs effectively for their organization.”

Formerly a mandatory program, READY gave commanders a means to identify, train and track personnel to meet short-term augmentee needs for installation-level exercises, contingencies, wartime, and

emergency situations.

The new guidelines contained in Air Force Pamphlet 10-243, which replaces Air Force Instruction 10-217, are based on experience with the former READY program, Mr. Ray said.

“We did not want to lose the knowledge we gained through the READY program,” he said. “Lessons learned from the READY program are captured in AFPAM 10-243 and are available for commanders to use at their discretion.”

The elimination of the former program is not likely to affect the number of bases that continue to use augmentees, he said, adding that many airmen will notice no change at all.

“Most commanders realize they need an augmentation program,” Mr. Ray said.

“Rescinding [the READY program] does not negate that need. It simply eliminates the required standardized structure throughout the Air Force,” he said.

U.S. Northern Command activates

Homeland defense has a new champion: U.S. Northern Command. The nation’s newest unified command activated Oct. 1. It is commanded by Air Force Gen. Ralph “Ed” Eberhart.

“We must be prepared for attacks on our territory and our people,” said Deputy Secretary of Defense Paul Wolfowitz. “The fundamental way we will remain prepared for

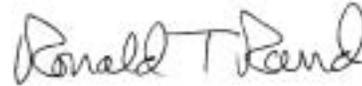
uncertainty is through the commitment of the men and women of Northern Command, who today shoulder a great responsibility on behalf of our nation.”

USNORTHCOM is different from the U.S. military commands operating in other regions of the world in that its area of responsibility is North America. USNORTHCOM’s area of responsibility will

include air, land and sea approaches and encompasses the continental United States, Alaska, Canada, Mexico and the surrounding waters out to approximately 500 nautical miles. It will also include the Gulf of Mexico, Puerto Rico and the U.S. Virgin Islands. The defense of Hawaii and U.S. territories in the Pacific will remain the responsibility of U.S. Pacific Command.

USNORTHCOM's mission is to conduct

operations to deter, prevent and defeat threats and aggression aimed at the United States, its territories, and interests within the assigned area of responsibility and, as directed by the president or secretary of defense, provide military assistance to civil authorities including consequence management operations. Even so, USNORTHCOM is only one part of a multilayered federal, state and local effort to defend the nation.



AFRP 35-3 11-02
November 2002

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

QUOTABLE QUOTE

“You can't decide one day to work on some transformation. It happens when the bright men and women of the Air Force question the assumptions that they operate under and look for new ways to achieve the desired effects. Thinking about better ways to do business is the fertile ground from which transformation can grow.”

Maj. Gen. Daniel P. Leaf, Air Force's director of operational requirements at the Pentagon

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