



U.S. AIR FORCE

Policy Letter

Digest

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The Secretary's Vector

By Dr. James G. Roche
Secretary of the Air Force

The current strategic environment offers a dynamic array of asymmetric threats, evolving partnerships and challenges, and dramatic advances in defense technology. New conditions demand America's Air Force continually assess itself and adjust as appropriate in order to sustain the competitive edge of air and space power. As we evolve, accurate, timely, and clear communication with all airmen is essential to educate as well as build awareness of, and support for our service. In this spirit, and complementary to the Chief of Staff's Sight Picture, I introduce the "Secretary's Vector" to share my perspectives on major issues relating to our service's direction.

The topic of this inaugural "Secretary's Vector" concerns the fundamental way in which we describe ourselves, and how we conceptualize our contributions to the nation's security mission in the current era — that is, our Air and Space Core Competencies. General Jumper and I have discussed these competencies extensively among ourselves and with our colleagues, and we believe they capture the essence of who we are, just as the effort to refine them underscores the spirit of constructive change that motivates us all.

Air and Space Core Competencies

The Air Force has made tremendous strides in realizing the vision of early airmen and exploiting the potential of each medium in which we operate. Yet, we recognize there is an array of capabilities as yet undiscovered, and a need to test and evolve basic tenets against new realities and conditions. Just as our operational concepts and systems continually advance, so must the way in which we articulate our Air Force competencies.

The history of the Air Force reveals fundamental competencies that are at the core

of our ability to develop and deliver air and space power. These unique institutional qualities set the Air Force apart from the other services and every other military force in the world. By identifying and keeping these competencies foremost in our vision, we can more effectively advance these unique capabilities, as well as the ultimate effects we provide to the nation. The Air Force continually nurtures these areas of expertise, making us the preeminent air and space force in the world. Previously, we distilled these into six distinctive capabilities which we referred to as our "core competencies" — Air and Space Superiority, Global Attack, Rapid Global Mobility, Precision Engagement, Information Superiority and Agile Combat Support.

Upon reflection and discussion, we learned that certain elements are more fundamental to who we are as an Air Force, how leaders, commanders, and colleagues view us, and how we develop our capabilities for joint warfighting. These are our institutional air and space core competencies — those that in fact make the six distinctive capabilities possible: Developing Airmen, Technology-to-Warfighting and Integrating Operations. Our air and space core competencies form the foundation upon which we organize, train, and equip, and are the cornerstone of our strength as a military service.

Developing Airmen: The heart of combat capability

The ultimate source of combat capability resides in the men and women of the Air Force. The value of strategy, technology and organization are diminished without professional airmen to leverage their attributes. Our total force of active, Guard,

reserve and civilian personnel are our largest investment and most critical asset. They are airmen — steeped in an expeditionary ethos. Therefore, from the moment they step into the Air Force, we are dedicated to ensuring they receive the education, training and professional development necessary to provide a quality edge second to none. The full spectrum capabilities of our service stem from the collective abilities of our personnel; and the abilities of our people stem from a career-long focus on the development of professional airmen.

Technology-to-Warfighting: The tools of combat capability

The vision of airmen fundamentally altered the way in which we approach military operations. As a leader in the military application of air, space, and intelligence, surveillance and reconnaissance technology, the Air Force is committed to innovation to guide research, development, and fielding of unsurpassed capabilities. Just as the advent of powered flight revolutionized joint warfighting, recent advances in low observable technologies, space-based systems, manipulation of information, precision and small, smart weapons offer no less dramatic advantages for combatant commanders. The Air Force nurtures and promotes its ability to translate our technology into operational capability — to prevail in conflict and avert technological surprise.

Integrating Operations: Maximizing combat capabilities

Effectively integrating the diverse capabilities found in all four service branches remains pivotal to successful joint warfighting. Innovative operational concepts and the

efficient integration of all military systems — air, land, maritime, space and information — ensures maximum flexibility in the delivery of desired effects across the spectrum of conflict. The Air Force contributes to this enduring objective as each element of air and space power brings unique and essential capabilities to the joint force. Our innate ability to envision, experiment and ultimately, execute the union of a myriad of platforms and people into a greater, synergistic whole is the key to maximizing these capabilities. Yet, effective integration involves more than smart technology investment — it also requires investigation of efficient joint and service organization, and innovative operational thinking. Thus, continued investment in our people to foster critical analysis and intellectual flexibility is equally important to our technology development.

Collectively, our air and space core competencies reflect the visions of the founders of airpower, are recognized by our joint “customers,” and serve to realize the potential of air and space forces. We foster ingenuity and adventure in the development of the world’s most professional airmen. We thrive on transitioning new technologies into practical systems while we encourage intellectual innovation at every level of war. And, we drive relentlessly toward integration to realize the potential and maturation of air and space capabilities.

Our proficiency in these three air and space core competencies underpin our ability to contribute to joint warfighting, producing effects across the spectrum of conflict. Our continued focus on and nurturing of these core competencies will enable us to remain the world’s greatest air and space force.

pursuit of discovery and our commitment to provide America with the world’s greatest air and space force.

These core competencies lay at the heart of what truly makes our air and space force the powerful and unique team it is today, even more than what we now recognize as our distinctive capabilities of Air and Space Superiority, Global Attack, Rapid Global Mobility, Precision Engagement, Information

In his inaugural issue of the “Secretary’s Vector,” Dr. Roche described the process we used to identify and refine our institutional air and space core competencies. These competencies — Developing Airmen, Technology-to-Warfighting, and Integrating Operations — are not new. Rather, they are the unique institutional qualities inherent in everything we’ve done — and continue to do. This announcement represents our relentless

Chief’s Sight Picture

By Gen. John J. Jumper, Air Force Chief of Staff

Superiority and Agile Combat Support. The significance of these distinctive capabilities endures and, together with our core values, serve to define the essence of who we are as airmen and will guide our continuing development as an air and space force. Our systems may change, our threats may vary, our tactics may evolve, and our people may come and go, but these three core competencies remain the constants that define our Air Force, and enable us to fight and win America's wars. Let me share with you my perspective on how these competencies translate into operations and effects.

Developing Airmen: The heart of combat capability

At no time in the history of modern warfare has a force been as well trained, well equipped and highly motivated as our Air Force is today. From combat supporters on the ground around the world, to aircrews delivering troops and combat payloads across the globe, to space operators flying satellites through the outer reaches of space, our airmen personify the Air Force Vision of Global Vigilance, Reach and Power. They are the linchpin that enables us to deliver worldwide strike, mobility, reconnaissance and support. The full spectrum of our air and space capabilities stems from the collective abilities and expeditionary mindset of our personnel. And in today's world of swiftly flowing information and powerful technologies, every individual role in our total force – active, Guard, reserve and civilian – carries greatly increased significance. Just a few airmen on the ground in Afghanistan, steeped in expeditionary training and skilled in the application of air and space power, were critical to combat successes there.

Technology-to-Warfighting: The tools of combat capability

Our Air Force has a proud legacy of continually bringing cutting-edge technological capabilities to bear to confront threats to our nation's security. This legacy started a century ago with the dawn of aviation. It continues today, as our wielding of air power pushes the limits of not only the sky, but of outer space and cyberspace. We combine the tremendous

technological advancements of stealth, global communications connectivity, global positioning and more, to put cursors on targets and steel on the enemy. It is our unique ability to apply various technologies in unison so effectively that allows us to translate our air and space power vision into decisive operational capability. The Predator unmanned aerial vehicle is today's perfect example of this core competency in action. It combines the dynamics of manned aviation with the remote operation techniques of unmanned satellites and the information connectivity of networks into a single system capable not only of collecting and disseminating information, but of producing combat effects.

Integrating Operations: Maximizing combat capabilities

In the fast-paced combat environment of the 21st century, victory belongs to those who can most quickly collect intelligence, communicate information and bring capabilities to bear against targets around the globe. Executing these complex tasks with accuracy, speed and power requires the seamless integration of systems, activities and expertise across all manned, unmanned and space capabilities. This is precisely what our Joint and Combined Air Operations Centers achieve. They effect a union of a myriad of capabilities and people into a synergistic whole – a center of integration pivotal to successful joint warfighting. The result – integrated operations – is our unique ability to conduct Predictive Battlespace Awareness and bring effects on the enemy at times and places of our choosing. Our distinctive capabilities will continue to be those vital areas of expertise we bring to any military operation or activity. We can achieve success in these six distinctive capabilities *only if* we're first successful in our three core competencies. Our air and space force is powerful and unique. Powerful because, through these core competencies, it wields the ability to project power across the globe, whether for decisive combat effects or compassionate humanitarian aid. Unique because no potential adversary exists on the planet capable of equaling it.

Officials unveil 2004 budget proposals

The president's fiscal 2004 budget proposal authorizes \$380 billion for the Department of Defense to win the global war on terrorism and continue the transformation of the military, senior defense officials announced Jan. 31.

The budget also addresses several quality-of-life initiatives, including a military pay raise ranging from 2 percent to 6.25 percent, targeted by rank and years of service. It continues the effort to eliminate out-of-pocket housing expenses by fiscal 2005, reducing overall cost from 7.5 percent to 3.5 percent this year.

The Air Force's portion of the budget, \$93.5 billion, continues the service's investment in its people and readiness while accelerating the service's transformation and integration efforts, according to a senior military budget official.

The budget is divided into four categories: people, readiness, infrastructure and modernization.

The largest portion of the Air Force budget, 34 percent, is focused on people and quality-of-life initiatives because it is a retention-based force.

The Air Force set aside \$29.4 billion for pay and compensation, almost \$1 billion for recruiting and retention initiatives and \$1.5 billion to replace 2,081 military family housing units, renovate another 1,524 units and fund seven new projects that will privatize and upgrade another 6,950 units.

The Air Force has dedicated 28 percent of its budget, \$25.8 billion, to readiness. This includes \$14.1 billion for flying operations, \$1.8

billion for space operations and \$9.6 billion for mission-support functions.

The Air Force's aging infrastructure led the service to set aside \$4.6 billion of its fiscal 2004 budget to address this problem.

Nearly \$1.4 billion will go toward the sustainment, restoration and modernization of the Air Force's current facilities. Almost \$1 billion will fund military construction projects that address new mission requirements and force-structure changes.

Also included in the infrastructure request is \$2.3 billion in funding for new base and community support projects such as construction of 12 dormitories, four fitness centers, one child development center and one family support center.

Modernization, at \$31.2 billion, is the second largest portion of the Air Force's budget. It includes \$12.5 billion for research, development, testing and evaluation, and \$2.2 billion for science and technology.

Also included is \$16.5 billion for the procurement of new aircraft, unmanned aerial vehicles and space systems including 22 F/A-22 Raptors, 11 C-17 Globemaster IIIs, five C-130J Hercules, 52 T-6A Texan IIs, four RQ-4A Global Hawks, 16 RQ-1 Predators, two CV-22 Osprey and four Evolved Expendable Launch Vehicles.

The Air Force was the premier air force in the world at the end of the first century of flight and this budget keeps the service on track to remain the world's best air force throughout the second century of flight.

AF prepares for major deployment

Secretary of Defense Donald Rumsfeld has directed the deployment of additional forces to support operations Enduring Freedom, Desert Spring and possible future contingencies.

The additional active-duty forces in Air and Space Expeditionary Forces 7 and 8 as well as selected forces from AEFs 9 and 10 have been tasked to deploy in a message from the secretary.

The Air Force is organized into 10 AEFs for rotational deployment scheduling. A single AEF represents approximately six squadrons of fighter and bomber aircraft; C-130s Hercules and tankers; search and rescue personnel; intelligence, surveillance and

reconnaissance forces; and the expeditionary combat support elements necessary to support and operate expeditionary bases.

Before these deployments, the Air Force had nearly two full AEFs supporting operations Northern Watch, Southern Watch and Enduring Freedom, and operating more than 12 expeditionary operating bases.

The additional deploying forces will bring the total capability of Air Force deployed forces to nearly that of three full AEFs. This deployment will provide forces in the region a stronger set of capabilities. Deploying forces will be assigned to the two air and space expeditionary task forces currently operating in the region.

AF risks air dominance without F/A-22

According to Maj. Gen. Tim Peppe, special assistant to the Air Force chief of staff for AEF matters, besides the forces drawn from the AEFs, Air Mobility Command units and other “enabler” forces will play a major role in this deployment and any future operations.

“Given the unique environment we are operating in today, we expect our expeditionary combat support, such as services, combat communications, intelligence, security forces, civil (engineers) and others will be tasked at a level beyond three AEFs of capability,” he said.

Airmen and aircraft from these Air Force bases have been identified for deployment:

— AEF 7 and 8 including B-1B Lancers from Ellsworth Air Force Base, S.D., and

HC-130s from Moody AFB, Ga.;

— AEF 9 and 10 including F-15C Eagles from Langley AFB, Va.; F-16 Fighting Falcons from Spangdahlem Air Base, Germany; HC-130s from Moody AFB, and HH-60 Pave Hawks and Predator unmanned aerial vehicles from Nellis AFB, Nev. Air and space expeditionary wings and enabler forces include F-15E Strike Eagles from Seymour Johnson AFB, N.C.; E-8C Joint Surveillance Target Attack Radar Systems from Robins AFB, Ga.; and AC-130 Gunships, MC-130 Combat Talons and MH-53 Pave Lows from Hurlburt Field, Fla.

Additional aircraft and people are included in the surge order, but units have not yet been identified. Pentagon officials said they will be notified as soon as possible.

Without the F/A-22 Raptor, the Air Force could face losing its lead in fighter aviation to other nations, said Maj. Gen. John D. W. Corley, director of Air Force Global Power Programs at the Pentagon.

“We need this aircraft,” General Corley said. “It’s the only new U.S. aircraft that will be able to put weapons on target this decade and be capable of defeating next-generation threats.”

The Air Force sees the F/A-22 as the key enabler for joint and coalition forces to be able to operate around the clock without fear of attack. The Raptor will also enable the service to operate its other stealth assets - the B-2 Spirit, F-117 Nighthawk and Joint Strike Fighter — during the day.

For more than half a century, American ground forces have not had to worry about threats from enemy aircraft. General Corley said he worries that without the Raptor to meet and beat the challenges posed by the

next generation of foreign aircraft, this could change. “That would be a dreadful first for us,” he said.

Although there is an estimated \$880 million cost increase to extend the engineering, manufacturing and development phase of the F/A-22 program, Air Force officials remain committed to funding any increase from within the program itself.

“We are confident that with the efficiencies and control measures we’ve put in place, and with better coordination with the contractor, we’ll be able to deliver on a great aircraft within the constraints of the \$43 billion procurement cap for the program,” General Corley said. This extension of the EMD phase is not because of aircraft performance but increased time required addressing avionics software instability and fin buffet issues.

The Raptor is needed and Air Force leaders fully support and concur with a “buy-the-budget” philosophy for the F/A-22.

Army mobilizing to help secure air bases

As many as 10,000 Army National Guard soldiers will be mobilized to provide security at Air Force installations worldwide, according to the Department of Defense.

Specific dates and locations are being withheld for security reasons. Although soldiers will secure installation gates for the next two years, each individual soldier will only be mobilized for one year.

The Air Force and Army signed a

memorandum of agreement for the security assistance while the Air Force works to build up its own security forces. According to the memorandum, the Army will augment force protection at Air Force installations, most of which are in the United States, for up to two years while the Air Force phases in permanent solutions.

The mobilization, which is authorized under Title 10, will affect between 8,000 and

10,000 soldiers. According to defense officials, mobilization will be gradual and the number of soldiers securing air bases may vary. As mobilization, transition and demobilization occur in the upcoming months mobilization figures for both services will fluctuate.

Defense officials emphasized the effort is an example of the services working together in a spirit of cooperation, to ensure fairness and an equitable distribution on the duration, extent and assigned mission of the armed forces.

While the Army assists with air base

security, the Air Force will continue its effort to beef up its security forces. The options the Air Force plans to pursue are the recruiting and training of about 1,400 security forces specialists and shifting personnel from other occupations.

The Air Force also plans to explore the use of contract security, an option made available when the president signed the 2003 Defense Authorization Act. Section 332 allows installations to hire contract security guards to meet new security requirements brought about by the events of Sept. 11, 2001.

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