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"Fitness of our Air Force Partnerships:
Global Security One Step at a Time"
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Ms. Grant: Thank you. Good afternoon everyone. How's everybody feeling?

Just so you know, if you look at the title of what I'm going to talk about, I'm probably going to come down there and walk around a little bit instead of being up here because we're going to talk about the fitness of our partnerships.

If I can get everybody to stand up for a minute. Now, what I'd like you to do first, if everybody could lean down and touch your toes -- I'm kidding, sit down. I'm kidding, but thanks for humoring me and standing up. I just wanted to check and see what kind of flexibility this group has.

How many of you out there have one of these Fit Fit or Jawbone Up? Several of you have. I guess they're the latest craze out. I have one too. I'm trying to track my steps, that's why I walked back to the back of the room earlier is because I'm trying to increase my steps for the day. I didn't get my run in this morning, so wherever I can. So I have a goal and I think many of you who have these, you do like 10,000 steps a day or you're trying to do that.

Anyway, there's a big, right now at least in the United States we're very fitness conscious. We're thinking about what is our goal, how many steps, what is your plan to get there.

How about, does anybody have like a personal fitness coach? Now the big thing is, because it saves money, there's group coaches. Fitness coaches. Anybody have a personal trainer or coach? I've had them at different stages of my life to learn how to do weight lifting and for different reasons.

But what I want to introduce you to today is the coaches we have on the U.S. Air Force international team. This is our leadership team. It's a fairly, we had a lot of turnover recently so this is our new leadership team. They have

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oversight or lead over 100 international partnership fitness coaches for the Air Force. And we have a variety of courses in the Air Force international affairs. Anything from experts from regional experts to country specific experts, policy experts, if you're interested in learning more about our exports, we have coaches in that area. WE have coaches in training. If you're interested in professional military education, if you're interested in exercise, we have all kinds of coaches, and I can tell you we have people that can talk to you, no matter what your fitness level is, they can talk to you about it. So people that are just beginning to get into this international partnership, to those like our NATO allies that have been doing this for years and years with the U.S. Air Force. So we do have something for everyone, and that's what I want to talk to you about today.

Only you know what your own personal fitness level is and where you want to take it. All I'm going to do today is talk to you about how these coaches can help you if you're interested in taking your partnership fitness to the next level.

So I am going to share some of my personal stories. On the very bottom is a picture of -- I've actually run three marathons. I know a lot of you look like really? You ran three marathons? Well yeah, I ran the first one on the far left with the red, white and blue. It was in 1994 when Oprah Winfrey ran the Marine Corps Marathon. I was there, and I have to admit that yes, I was right behind Oprah and her whole motorcade as they were filming her and it was pouring rain and that didn't stop me because I had trained for it and I got out there in the rain and did that one.

The middle one is a New York City Marathon.

The last one was the San Diego Marathon. I had to do that one. It was in 2001, June 2001. My daughter was two years old. And I wanted to prove that I could still run after I had my daughter. And I had you know, jogged 20 miles with her in the baby carriage, the whole thing. I was determined I was going to do that last marathon.

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But my story is, that's the last long distance run I did in 2001. And the reason why, like I said, that's June 2001. What I did is I changed my priorities at that point. I was in the Pentagon on 9/11, so I changed my priorities from personal fitness to the fitness of our U.S. armed forces, and after that, the fitness of our coalition partners. So that's a story I had to tell you.

But the funny story of this is now I'm back on the personal fitness. I'm trying to find that balance in life. Because do you see the top picture? That was about a month ago, a few weeks ago, of my organization the SAF/IA Team. We had a little picnic and we were going to play softball. So my team said oh, do you want to play Ms. Grant? Do you want to be on the team? I thought oh yeah, I'm a good softball player. I want to be out there. I played softball, I can get out there.

Well, I had forgotten that it had been 25 years probably since I was a good player, but I decided to get out there anyway. I said put me someplace where I'm not going to get the ball. I mean I think I had my glove from high school still. It's red, white and blue. I was out there in right field, and the first ball comes to me and I caught it. Yes, I shocked myself. I caught it. I thought that was really good. So I get up to bat, first inning, I've got a pretty good hit but the problem came in when I ran to first base and I pulled a hamstring. I was out for the rest of the game.

So the story goes, I hadn't trained for it. I wasn't ready for this game. And that's a little bit what I want to talk to you about is the importance of keeping up the training, having the goals.

There are four things that I can talk to you about. Part of the goal, -- The gal in the pink shorts up there in the softball picture, that's my daughter. She was on the winning team. They won by about three points. Anyway, she said to me recently, she just started running and she asked me to run the Disney Marathon in February, a half marathon. So I told her, I'm thinking this is my dream. She's 16 now, to run this. So it's in February so I've got a little time to train. But I have a goal now to train for that half marathon with her.

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If you look at the different things that we do as far as a goal to do a long distance run, you've got to set the goal, but you also need to do a detailed training plan to get there. So even though you have this lofty goal, and as you know, half of it's mental. I'll do the analogy to our partners. You may have a goal to be a strong coalition partner, but you've got to have the will also to get there. You've got to have a plan on how are you going to become stronger. And you need the right equipment. The other thing is, you can never do it alone. I know that I would never have accomplished any of those marathons if I didn't have a support system along the way. My family allowed me out on weekends for long periods of time, just a support group, people that were runners. They gave me little tips along the way. That's the only way I was able to accomplish those marathons is because of that support network.

I think there's an analogy here to our international partnerships that I want to expand on a little bit.

The first thing, as I said, you need a goal. Just like we have a goal of the 10,000 steps. Right now our Air Force international team, we have a whole division dedicated on building a strategy. Instead of being reactive, we need to be proactive and have a strategy out there. A lot of work has been done to put these two documents together recently. So we have a Global Partnership Strategy and now we also have Engagement Guidance, in the air domain and also in the space domain. Just like you have goals or focus areas for your fitness -- it may be to lose weight, it may be to lower your cholesterol, your blood pressure.

What we've found through this analysis is overall, there are three areas that we're looking at building the fitness of our partnerships. One is ISR, the other is mobility, and the other is command and control. Those are the big areas, as I said, but we can break this down in our strategy. We can look at regions, we can look at countries. And this was a collective effort. This isn't my 100-plus people getting together and coming up with this on our own. This is based on combatant commander strategy, this is based on our discussions with our partners, it has to do with Department of State. You know, any document that

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was out there, we went out and we collected, we collaborated over the last year and pulled together the strategy of where we need to go with our partnerships. So it's important we can tell you that we have a goal and a foundation of where we're going to go.

The next thing that we need to do though, us we need to come up with that details plan I'm talking about. Nobody can run a marathon or be effective at a marathon or any sport as far as that is if you don't have a balance in these three areas. You need to have strength, you need to have endurance, and you have to be flexible. Back to touching the toes. So many people go out there and they run, but then they end up getting injured because they haven't done the flexibility part of it.

This is where in our partnership it's important to have the balance of these three areas also. When I talk about strength, the strength comes from where we exercise together, where we go to professional military development together. There are also many areas out there where we're teaming right now and exercising.

Just to give an example, in the United States for undergraduate pilot training we have over 1200 international students annually training with us in the United States. We have over 250 international airmen attending professional military education schools out there. We had over 20 partners engage with us in exercises like Red Flag and Green Flag this year where we practice air to air combat or air to ground combat, so that we know, we're becoming stronger through these exercises so when the need arises we've already practiced it, we've already done it, we've known each other through school, through exercises, and we're stronger together. So that's the strength piece.

Then talking about the endurance piece. There are many different collaborative ways as far as the endurance piece that we talk about here. We have over 400 cooperative agreements where we can talk about the endurance piece and going the distance together. We've got this SAC C-17 where we share, 12 partner nations share three C-17s. I'm using the analogy there that maybe some of you can't run a marathon and don't have the endurance to run a marathon, but have you ever run one of those

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relay marathons where everybody takes five miles of it and you finish the winner because you've got five strong winners. That's what I'm about when I talk about endurance. How do we come together so that we can go and we have that capacity to go the distance together for either humanitarian, conflict prevention or responding to a conflict. So if you can remember the endurance piece of it.

Then the flexibility. This is where I need your help. I know our industry partners are already helping in many ways, and our think tanks, academia. But we're looking at how do we become a more flexible force? What can we do? Is there new think out there? And the most recent thing that we're doing, that we're standing up is an MQ-9 users group. It's just to get people together with this new ISR tool, best practices, how can we use it? Are there other kinds of coalition ideas, out of the box thinking of how we can pull together so we're more flexible? You've got to be ready like in a race, you've got to be ready for the rain, you've got to be ready for the hill, you've got to be flexible for different environments. That's where as a coalition thinking about what we can do like the MQ-9 users group and other ideas, possibly a tanker consortium. What's out there? What are things that we can do to improve the flexibility of our partnership and be a more fit partner?

Then equipment. This is where industry comes in. Just like your running shoes, depending on what type of runner you are. A heavy runner, under-pronator, over-pronator, whatever it is, you need the right shoe in order to go the distance. And not only that, you need to replace the shoe. Depending on how many miles you run, it could be every four months, every six months, that you need to replace that really important piece of equipment to finish the race.

It's not different than your Air Forces. You've got to have the right equipment. And when I say that, it needs to be the right equipment for you. Are you a beginner? Are you more advanced? And we have coaches for that. We have coaches to talk you through all the different things that are available, all the different types of equipment, and what is the right piece of equipment for you to succeed and for you to participate? Maybe it's one mile of a marathon, or five or ten. But we need you

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and we need you there with the right equipment. We need you there with interoperable equipment. And that's where I just want to shout out my thanks to our industry for what you're doing to ensure we have the right equipment. To ensure that we think about exportability up front as we're producing equipment. To think about not only exportability but affordability for every partner that's out there so they can be part of that relay race. It's more important than ever.

Then no one succeeds alone. On this one, a few examples that I want to give here. Again, I told you about whatever race it is, you've got somebody cheering you on, giving you the tips, you're going to be more successful. And I'll use the softball team analogy. It takes somebody good at all the different positions. I have to tell you, my team lost. The other team won by three points. But I think it's because they had the right people at first base, they had a really good pitcher, they had a good catcher, they had the right people in the positions with their skill set and they were able to beat us by three points.

And if you look at the World Cup, Germany taking the win. From what I hear, I'm not a huge expert on this, but when I talk to people what I hear is the World Cup, that some of the other teams had really great players, Brazil had these excellent individuals on the team. But collectively they didn't come together as a team like Germany did to win.

And that's what I'm talking about in our partnership. Collectively, how do we train together? Individually we all might not be the best but together, collectively, we can win this. That's what I'm talking about. And the examples that I want to give you, just a few to look at examples most recently.

Just a month ago there was a landslide in Nepal. Our partners from India came in with U.S.-produced C-130s; U.S.-produced C-17s; their crews had been trained in the U.S.; and the Indian Air Force was able to respond quickly and effectively to Nepal and save some lives and provide humanitarian disaster and get some of their humanitarian civilian experts to the place they needed to go with those aircraft. That's one example

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The other example that I have is with the Dutch. We have a military exchange program. If you're not familiar with that, we have 154 exchanges worldwide. Right now we have a U.S. Airman that is embedded with a C-130 unit or crew with the Netherlands. He was able to be embedded with the Netherlands C-130 crew and do a flight into Iraq to deliver humanitarian supplies. He had expertise on night vision goggles and was able to help with that expertise and make that a successful mission.

Again, that's what it's about. It's how do we team together?

Then in space. I don't want to forget about space. We're doing a lot in space with partners, or starting to do a lot. We want to do more. Space is so important. None of our weapons are capable without space. And we need to be careful. It's congested, contested. We need more people helping with that and paying attention to it.

This picture here is of a space surveillance telescope. Recently an agreement was made with Australia. We moved it from New Mexico, placed it over in Australia. Now they're part of this network. They're helping us out. It's better positioned for the mission. So that's another example of how we're partnering in the space area.

I could go on and on and on of the success stories. I've heard from many of you at the Air Show, the Farnborough Air Show, the UK, the Secretary of the Air Force was there. A real international tattoo in UK. The Chief was there. Everybody kept coming up to them going, you know what, those fitness coaches in your Air Force for the partnership, they're doing great stuff and we're more fit as an international air force because of what your team is doing.

I wish there was like one of those pictures you have like on TV, the before and after but there was no way to show the picture here. But there are good things happening. I'm looking forward to the year ahead and to see what else we can do together.

But this is your take-away. Your individual fitness, your country's individual fitness, you as industry what you're doing to further the partnership, you as Airmen being culturally,

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internationally minded. Your own personal fitness in this international partnership contributes to the greater global security. So I just want all of you to think about it.

What's your goal for this coming year as far as our international partnerships? What are you personally going to do? Whether you're industry, whether you're an Airman not attached to this yet, this international business. Whether you're one of our international partners. What is it? What's your goal? What's your detailed plan? Where are you going to take individually, yourself, to contribute to the global good, the global security?

I want to stop there and leave some time for questions and answers, but when you leave today I'm going to have people standing at the door, some of our fitness coaches from SAF/IA. I have a pretty big crowd here from my team. Fitness coaches, SAF/IA team, can you stand up for a minute? These are your advocates. These are your coaches. They're going to get you to go the distance. Thanks, team.

But I'm going to have people standing outside the door and have what I call the fitness program. It's a pamphlet. On the back of it are all the different programs that the U.S. Air Force can team with you on. We're looking forward to doing that. We're ready for business. We're open for business and looking for how are we going to bring this to the next level. And when I come back here next year we're going to have even more stories to talk about, the fitness of our partnerships.

With that, I'm going to end the formal part of my talk and open this for discussion and questions.

Audience: [Inaudible] with Reuters. I wanted to ask you about all the crises that are going on in the world right now and what you're seeing, whether you're seeing increased demand and whether you're seeing a shift in [inaudible], equipment and [inaudible] that other countries might be interested in [inaudible]. [Inaudible]. I was wondering if there's any shift [inaudible].

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Ms. Grant: [Microphone off.] I'm not seeing a shift or increase in the equipment [inaudible] for right now. But [inaudible] cooperation [inaudible]. They were talking about [inaudible]. [Inaudible] stronger than it's ever been. [Inaudible]. So I would say [inaudible] worldwide [inaudible] cooperation [inaudible]. We have [inaudible] and we talked about [inaudible]. [Inaudible]. So [inaudible]. [Inaudible] conversations on [inaudible].

[Inaudible].

Any other questions? Comments?

Audience: [Inaudible]?

Ms. Grant: [Inaudible]. I think the relationships [inaudible], we can never [inaudible]. [Inaudible]. We can't just train this year and then [inaudible]. [Inaudible] sustained relationship [inaudible]. [Inaudible]. And you know, [inaudible] --

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