



U.S. AIR FORCE

Policy Letter

Digest

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

April 2002

Roche talks weapons, issues

by
TSgt. David Donato
Eglin AFB, Fla.

During a visit to the Florida Panhandle March 14 and 15, the Air Force's top civilian stopped at Eglin Air Force Base, and presented his views on the base's role in the war on terrorism, the Air Force's transformation journey and the ongoing issue of retention.

Secretary of the Air Force James G. Roche was one of several key Air Force leaders who attended the Air Force's fourth annual Air Armament Summit in Sandestin, Fla. The two-day event brought together more than 450 people from the national and international armament communities to chart the future of air-delivered weapons.

Precision-guided weapons have played an important role in the war in Afghanistan, Secretary Roche said. The Air Force has dropped more than 8,500 tons of weapons in the conflict and nearly 75 percent of those weapons were precision guided, the type of weapons for which Eglin is known for developing and testing, he said.

"Weapons have to be such that they are precise," Secretary Roche said. "If they are not, then we're going to get ourselves in trouble. Therefore, Eglin's role in developing and testing these types of weapons is pivotal in the future challenges ahead.

"The hallmark of a successful armament center is going to be one that is very agile and very anticipatory," he said. "Weapons will change fast through the pipeline. One of the most important things is for Eglin to be able to adapt quickly to make changes to develop weapons that fit conditions (under which) we're fighting."

For any Air Force organization to meet the challenges of the 21st century, Secretary Roche said the organization needs the skills, knowledge and resources to accomplish its mission.

"The success of the future of the Air Force rests with providing Air Force members what they need to become more modern and more efficient," he said. "That's why the chief of staff put us on this transformation course.

"This is a new millennium. The cold war is over," Secretary Roche said. "Now we need to sit back and ask ourselves the fundamental question, 'what more radical change needs to be made?'"

Since the transformation journey began, Secretary Roche and Air Force Chief of Staff Gen. John Jumper have been soliciting ideas from the field for smarter ways to operate the Air Force.

One idea recently resulted in a policy change to allow enlisted people the opportunity to attend the Air Force Institute of Technology. AFIT is a graduate school historically attended by military officers and civilians only.

"That idea was brought to me by a young sergeant during a visit to Langley (Air Force Base, Va.)," Roche said. "Enlisted people will go to AFIT not to become officers, but to become more knowledgeable in their field. That will pay off for us in a lot of ways.

"Good ideas have been coming in from all over," Secretary Roche said. "If there is a smarter way, then General Jumper and I would like to know about it."

Secretary Roche said the war on terrorism has actually accelerated the transformation process. "We're doing things now that we didn't envision doing a year ago," he said. "We are setting goals, like being able to have intelligence, surveillance and reconnaissance over part of a country seven days a week, 24 hours a day for a year."

Aside from the war on terrorism, Secretary Roche said the biggest challenge facing the Air Force is recruiting and retaining people.

“We have to make careers in the Air Force fulfilling and something that people really want to do,” he said. “If we lose a qualified airman at the 13-year mark, it takes us 13 years to replace him. We can buy things, but we can’t buy a technician with 13 years’ experience.

Secretary Roche suggests several ways to attract and retain quality people are in the works, including offering vast education opportunities, housing improvements and pay increases with asymmetric raises for career enlisted and officers.

“We are trying to find ways to retain

people,” he said. “We’ve got a...recruiting program to recruit specialties like scientists, engineers and air battle managers. We want to fix the Air Force.”

It is more than money that makes people stay, Secretary Roche said. “It’s making people feel that they have input and that input is valuable even though they may be an engine mechanic. As for new people coming into the Air Force, we will value them, their judgment and their sense of commitment. We’ll make sure they know that it’s going to be a great ride.”

Bombers: A formidable weapon in fight against terrorism

*By Tech. Sgt. Tim Dougherty
Air Force Print News*

“It was a dark and stormy night” used to be a comforting situation for the enemy, but not anymore. Modernization, new technology and lessons learned from previous conflicts now allow Air Force bombers to reach out and touch someone anywhere on the planet in a matter of hours, day or night, and in all types of weather.

“The biggest change when you jump from Desert Storm to Kosovo to Afghanistan is the use of the joint direct attack munition. We now truly have a precision-guided munition that is day/night and all-weather,” said Maj. Gen. Walter E. Buchanan III, director of operations and training, deputy chief of staff for air and space operations at the Pentagon.

General Buchanan was recently selected to command Joint Task Force-Southwest Asia and Air Force and Space Expeditionary Task Force-Southwest Asia, a part of U.S. Central Command in Riyadh, Saudi Arabia.

He said that close-air support has traditionally been done by fighters because of its precise nature and because of the danger in dropping bombs in close proximity to friendly troops. However, in Afghanistan, “we have changed the rules,” General Buchanan said.

“In Kosovo, we took away the sanctuary of the night, but we didn’t take away the sanctuary of the weather,” General Buchanan said. “Now, with radar systems, JSTARS, U-2s and other systems that can identify a target through the weather, and ground teams like we have in Afghanistan, we have the ability to hit them with precision through the weather.

“With the JDAM, we can hit precision targets from 35,000 to 40,000 feet, without

seeing the target and with a very, very high success rate,” he said.

The bomber also brings lots of muscle to the fight because of its long loiter time above the target area and high payload.

“So now we’re talking about 24 JDAMs or more as opposed to fighters going in with, at best, typically four JDAMs and not nearly as much loiter time,” General Buchanan said.

Gen. John P. Jumper, Air Force chief of staff, is similarly impressed with bomber performance in Afghanistan. At a press conference in late November 2001, he told reporters the bombers have done “remarkably well.”

“We’ve got wind-corrected munition dispensers that we put in over there from B-52 (Stratofortresses) at high altitude that have proven highly successful,” General Jumper said. “The joint direct attack munition that we saw off the B-2 (Spirit) in the Kosovo War, we’re now dropping off of many platforms. The accuracy has proven to be, again, remarkably good and remarkably consistent.”

Technology, guided munitions and advanced aircraft are only one side to the success of today’s bomber. The ground teams can not be ignored.

“When you take a look at Afghanistan, the real heroes in my mind are the special tactics teams on the ground,” General Buchanan said. “Young, noncommissioned officers living with the Army and the Northern Alliance, traveling with them, riding on horseback, but at the same time, these guys are truly 21st century warriors.”

In Afghanistan, General Buchanan said these combat controllers are playing a critical role as they identify targets and send targeting information to the bombers flying at 35,000 to 40,000 feet above their heads, in as little as 12 minutes.

“When you take a look at the conditions on the ground that those young troops are going through, it’s pretty amazing. We couldn’t do it without them,” General Buchanan said.

“For Star Wars fans, it reminds me of storm troopers and what they envisioned the battlefield to look like. They are like Luke Skywalker on the ground using laser goggles and talking to fighters in space,” he said.

“If we have a way to identify a target,

we can hit it. This allows us to have bombers doing close-air support and interdiction that they never would have been able to do in the past,” General Buchanan said.

“The use of the bomber in the global war on terrorism is critical,” General Buchanan said.

“If a terrorist cell is identified somewhere, in a matter of hours we can have an aircraft overhead with a JDAM precision weapon onboard that can reach out and touch them,” he said. “This precision allows the United States to manage collateral damage.”

“And from 40,000 feet,” General Buchanan said, “they’ll never even know what happened until the bomb explodes.”

Jumper: Ingenuity of young airmen key to transformation

*By Tech. Sgt. Tim
Dougherty
Air Force Print News*

“The greatest element of transformation being employed is the ingenuity of our young people,” Air Force Chief of Staff Gen. John P. Jumper said March 20.

General Jumper made the statement during testimony to the House Committee on Appropriations Subcommittee on Defense.

“Many of you have heard the story of the young special forces troop out there in the hills of Afghanistan riding a horse with a laptop computer hooked up to a satellite, using laser goggles to put a precise designation on targets. The ingenuity of young people who put together old and new systems to give us the capability we need to deal with a complex situation in Afghanistan is nothing short of amazing,” General Jumper said.

Sitting a few feet behind the chief of staff and Secretary of the Air Force James G. Roche was Staff Sgt. Matt Lienhard, a combat controller on the ground in Afghanistan known to bomber pilots and crew as call sign “Tiger Zero Two.”

“He called in air strikes to targets only 800 meters from his own position from bombers 39,000 feet in the sky,” General Jumper said. “The ingenuity of these youngsters who put these systems together to get the results that we have seen is a tribute to the quality of the young people we have serving with us, and Staff Sgt. Lienhard is an example of that.”

General Jumper said that the war on

terrorism has expedited the Air Force’s move towards transformation.

“It continues to be a fact that conflict in combat encourages transformation behavior. Having been personally involved in conflicts in Kosovo, we took several very bold steps,” General Jumper said.

He said that a lessons learned example from Kosovo was putting a laser designator on the Predator, with further advances in Afghanistan.

“We have since then put the Hellfire missile on the same Predator. In Afghanistan, we have connected it to our combat controllers and others so they could take advantage of the ability to look persistently at the enemy,” General Jumper said. “Combat inspires the need to invent things on the spot when you have to handle difficult circumstances that you have never come across before.”

General Jumper said that Operation Enduring Freedom has the Navy transforming how they do business as well.

“My Navy colleagues are used to aircraft carrier operations where they take off, perform one strike package and then come back. They are now taking off in strings of aircraft and flying eight- or nine-hour sorties, which is new to our Navy,” General Jumper said. “So this is not just the Air Force, it’s all the services finding different ways to do business.”

Demand for Predator continues to rise

*by Staff Sgt. A.J. Bosker
Air Force Print News*

Air Force innovation and the desire to push the “envelope” has expanded the role and capabilities of the RQ-1 Predator unmanned aerial vehicle.

“Predator was originally intended to be an intelligence, surveillance and reconnaissance platform,” said Lt. Col. Douglas Boone, chief of the Air Force’s reconnaissance systems division at the Pentagon. “Its key sensor is the optical and infrared camera that it carries in a ball turret under its nose.

“In Bosnia and Kosovo, commanders would direct Predator to a location and monitor any situation on the ground as it unfolded in real time,” Colonel Boone said. “It served as their ‘eye in the sky.’”

With this real-time video feed, commanders could keep abreast of events on the battlefield just as easily as someone turning on their television to watch the traffic report live from a helicopter camera could.

“Although we were able to find targets, it would take a while for the manned aircraft loaded with munitions to be directed against enemy targets,” Colonel Boone said. “Often they would have to be redirected to the new target from another preplanned attack, wasting valuable time.”

Besides timing, Colonel Boone said commanders faced further frustration trying to talk the pilot in on the new target approach. While Predator, cruising at 84 mph, may easily spot a target, it was often difficult for the pilot, traveling over the battlefield at several hundred miles per hour, to locate it.

“Determined to overcome this, we literally strapped a laser-targeting designator on the Predator’s nose ball-turret camera,” Colonel Boone said. “This modification now allowed the Predator to designate the target for the fast-mover’s precision-guided munitions.”

This innovative solution worked so well that all new Predators will have a laser designator included in their standard sensors packages.

Having overcome target-designation obstacles, the Predator community set out to reduce the time problem — finding a fleeting critical target but having to wait for a manned aircraft to deliver ordnance on target. According to Colonel Boone, they wondered what would happen if they were to put weapons on the Predator; could they even do it?

To answer that, Air Force officials began test launching Hellfire-C laser-guided missiles from the Predator in February 2001.

“The tests were a great success,” he said.

“Their focus was two-fold,” Colonel Boone said.

“First, we wanted to determine if we can actually point the Predator at something and hit the target,” he said. “Second, considering the Predator is a small aircraft similar to a Cessna 172, we wanted to find out what stresses were induced on the wings by strapping two 100-pound missiles to the wings and launching them.

“As a result of the experiments, we found out that, yes, we could hit a target, still control the aircraft and there were no stress fractures found in the wings’ composite materials,” he said.

“The biggest challenge now facing Predator is the demand for it has grown exponentially,” said Maj. Christina Morris, manager of the Predator program element at the Pentagon.

“We are in the process right now of trying to meet the needs of all the theater commanders for Predator,” Major Morris said. “It is really a special capability that has gone within the space of one year from being the commander’s real-time eye on the battlefield to now also being able to employ weapons. They see that capability as something they need.”

“We aren’t trying to stem an armored attack with a handful of Predators,” said Air Force Chief of Staff Gen. John P. Jumper. “The intent is to give the theater commander that option to destroy a target of opportunity once detected — such as a tank or mobile missile launcher emerging from a forest — instead of giving them the opportunity to escape during the time it takes to call for a manned airstrike.”

Once the Air Force routinely does forward air control and adds weapons to do strike missions with the Predator and other UAVs, then these advancements will be a real revolution in air power, Colonel Boone said.

Colonel Boone said he sees the Predator and other UAVs now at the same stage of development as aircraft were in the 1920s and 1930s — initially employed as battlefield

observers performing intelligence, surveillance and reconnaissance missions.

Then, people experimented with arming aircraft with guns and giving them the ability to drop bombs. The culmination of these

efforts can be seen today in the F-22 Raptor and Joint Strike Fighter.

“I think you’re seeing that (same evolution) with Predator as the starting point,” Colonel Boone said.

Survey team analyzing responses

With the collection phase over, the Air Force Chief of Staff Organizational Climate Survey team will now turn information into action by studying millions of pieces of data over the next few months.

More than 58 percent of the Air Force’s active-duty airmen and civilians responded to the survey, which ran Jan. 22 to March 8. Similar organizational climate surveys were conducted in 1997 and 1999.

Gen. John P. Jumper, Air Force chief of staff, said the survey is a “critical tool” that helps improve mission effectiveness because it gives “leaders at all levels in your chain of command valuable information.”

The results, which give an overall picture of the Air Force, will go to General Jumper in May, survey officials said. Meanwhile, the

team at the Air Force Manpower and Innovation Agency will produce thousands of unit-level reports. The results of analyses will be made available in mid-May through Web-based reports that protect the anonymity of the participants.

The agency is the administrator of this project and will pull together the data and pass it to multiple analysis teams who will crunch the numbers and look for trends. Experts at the Air Force Academy will be responsible for the detailed analysis and modeling for the Air Force chief of staff. Leaders of units with at least 10 respondents will get a basic organization climate report, while those with 20 or more respondents will see a more detailed report that also includes participants’ comments.

2003 budget request goes to Congress

by

Master Sgt. Ron Tull
Air Force Print News

Secretary of the Air Force Dr. James Roche and Air Force Chief of Staff Gen. John Jumper recently submitted the Air Force’s fiscal 2003 budget request to the House Armed Services Committee.

The request for \$87.2 billion is \$6.7 billion more than the request for fiscal 2002. The budget concentrates on procurement of new systems, including the F-22 Raptor, C-17 Globemaster III, Global Hawk, RQ-1 Predator and joint direct attack munitions.

According to the testimony, Air Force officials view the fiscal 2003 budget as the beginning of the Air Force’s transformation.

“Our vision remains a total air and space force, providing global reconnaissance and strike, to include the movement of troops and their support across the full spectrum of operations,” Secretary Roche said.

Transformation will bring cultural changes with it also, as both the secretary and chief of staff spoke of “portfolio assets” that each service brings to the fight.

“We are dedicated to the seamless

integration of air and space and ground and naval forces, so that we can reap the benefits of this information age on the battlefield,” General Jumper said.

The personnel slice of the budget includes \$222.1 million for selective reenlistment bonuses as the Air Force puts recruiting and retention of both officer and enlisted at center stage while operations Enduring Freedom and Noble Eagle continue.

“We’re trying to figure out what the new steady state is,” General Jumper said. “The good news is that we have enough flexibility in our system that we can respond to this. But in doing so we work our people very, very hard and we lean very heavily on our Guard and Reserve. We have to figure out a way to get ourselves back to a more normal situation to control the tempo.”

Because of the high operations tempo, airmen in some career fields, such as those working with Airborne Warning and Control System aircraft, have had their “use or lose” leave limit extended from 60 to 80 days. The

secretary said they are even looking into a 100-day limit, in case it is needed.

The facilities strategy for fiscal 2003 is focused on sustaining and upgrading current facilities. While the budget for family housing remains almost unchanged from fiscal 2002, the Air Force continues to be a leader in privatization initiatives.

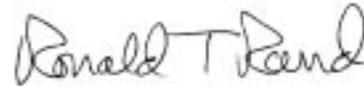
The budget comes with an unfunded priority list attached, in the amount of \$3.8 billion, consisting largely of programs that were planned out for years; however, the Sept. 11 terrorist attacks gave greater urgency to some of those priorities.

"I am particularly concerned over the age

of our 707-based tanker fleet and our intelligence, surveillance reconnaissance fleet," Secretary Roche said. "These planes are (more than) 40 years old, and that's why you've seen us try to find innovative ways to replace some of them as soon as we can," he said.

Some of those scenarios include leasing aircraft, in accordance with the rules of Congress.

Prior to Sept. 11, replacement for the 707 airframe was programmed for 2008. Since the attacks, KC-135 Stratotankers have flown nearly 8,000 sorties, and the operations tempo remains high.



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

AFRP 35-3 04-02
April 2002

QUOTABLE QUOTE

"Transformation expands the way we, as airmen, think. It transcends just designing new systems. It is the integration of all our capabilities, old and new, that elevates our operational effectiveness to new heights."

Gen. John P. Jumper, Air Force chief of staff

Readers-per-copy ratio: one copy for every four active-duty officers, master sergeants and above, and GS-10 civilians and above. Distributed by Air Force News Service (AFNS); send your complete unit mailing address and the total number of copies required via e-mail to afnspub@afnews.af.mil. Mailed to Air Force retirees, who request it, using the correspondence address in the Retired Personnel Data System. Retired personnel: to change your correspondence address, send your name, grade, Social Security Number, former address and new address to DFAS-CL (ROB), P.O. Box 99191, Cleveland, OH 44199-1126 or call 1-800-321-1080.

To read Air Force Policy Letter Digest online, visit www.af.mil/lib/policy/

LOCAL REPRODUCTION AUTHORIZED

AFNEWS/NS
203 Norton Street
San Antonio TX 78226-1848

ADDRESS SERVICE REQUESTED

04/02

PRSRRT STD
US POSTAGE PAID
HOUSTON, TX
PERMIT NO. 11335

CURRENT POLICY INSIGHT FOR COMMANDERS
AND OTHER LEADERS, MANAGERS, SUPERVISORS

**IMMEDIATE ACTION
DISTRIBUTION**