



U.S. AIR FORCE

Policy Letter

Digest

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The Air Force Responds

*by Gen. John P. Jumper, Air Force Chief of Staff
Remarks to the September Air Force Association Convention*

The theme for this year's Air Force Association Convention is appropriate: "Global War on Terrorism: The Air Force Responds." And respond we did. Whether it was active or the Guard or the Reserve or our civilian force. I've said it many times but I've been doing this now for 36 years and every time we have a crisis, I go out and I walk the flightlines of our Air Force throughout the world, wherever we are deployed and I never cease to be amazed at what I see. I get surprised every single time, at the dedication and the commitment, the patriotism, the sacrifices of our airmen who give of themselves. Is there any doubt we are the greatest Air Force in the world?

The U. S. Air Force performs brilliantly, not by ourselves, for Noble Eagle and Enduring Freedom, we don't fight alone. In these cases, we've fought, of course, alongside the other services as we always do, in a coalition as we have done for the last several years. But the war on terrorism has brought in other agencies of our government. It has highlighted some very special capabilities of our Air Force, from the very first moment, the first responders in this crisis, were F-16s from the North Dakota Air National Guard, scrambling from Langley Air Force Base, Va., and F-15s from the Massachusetts Air National Guard to respond to this crisis. Since that day, more than 24,000 sorties have been flown between our fighters, our tankers and our airlifters in support of keeping the skies over America free and clear.

I receive e-mails every week from ordinary citizens out there who find my e-mail address and just say, well I won't tell you all they say, but the main message is, "I saw your airplanes today up over Denver or up over Chicago. Thank you." And who is

doing this? Of course, everybody is doing it, but it is 80 percent Air National Guard.

In Operation Enduring Freedom, it has again been a Total Force effort. From the very first night, C-17s, flying high-altitude operations, were dropping humanitarian supplies to starving refugees on the ground. Our airlifters were soon putting the Marines into Camp Rhino. More than 400 Marines, it was the deepest land insertion in the history of the U. S. Marine Corps by our airlifters who had to spiral down through bad weather and land on unprepared strips in the middle of the night doing the nation's work, delivering the Marines where they needed to be. Air-land, air-drop, night vision goggles — these used to be the things that we associated only with special operations. Now they are common place. Our airlifters are heroes.

The B-2s, taking off from Knob Noster, Mo., flying 40 hours, seven air-refuelings. Our B-1s and our B-52s flying 15-20 hours on each mission. Able to respond at time-critical targeting in a way that was never envisioned by Gen. Curtis LeMay when he brought the B-52 into service during the Eisenhower Administration. Our bomber pilots are heroes.

There were F-15s and F-16s, out of Kuwait, 15-hour missions to bring their special capabilities to the fight over Afghanistan. Not once, not twice, but routinely. They make it happen. Our crews out of Kuwait who fly these missions are also heroes.

Close air support, kids on the ground, riding around on a horse, using Global Positioning System-guided weapons, things that this time, a year and a half ago we hadn't even thought of yet. Our special operators are certainly heroes.

Over 52,000 sorties including more than 13,000 tanker sorties, 26,000 airlift sorties — again, a Total Force effort. And who can forget

the thing that makes us the global power that we are, our tankers. Tens of thousands of tanker sorties to get us where we need to be and it is routine, it is common place, people take it for granted, but we are the only Air Force in the world that can do it. Our tanker force are heroes.

In the combined air operations center, Lt. Gen. Charles F. Wald put this CAOC together at the last minute. We've been working on it for awhile but it all came together, the Air Operations Center that is the most modern in

the world. It fully integrates our space warriors and our information warriors, unsung heroes, our space warriors that make sure that the GPS is tuned up when we need it to be tuned up. The satellites are where we need them, when we need them. And countless other things in the space and information warfare business that we can't even talk about. They sit out there in their command center and they quietly make it happen. Our space and information warriors are heroes.

Air Force enters dynamic age

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

It's a very exciting time to be in our Air Force. We are engaged in developing new strategies and new concepts of operation to meet an entirely different set of security challenges than those we faced in previous eras. Technology is creating dynamic, asymmetric advances in information systems, communications and our weapons systems, enabling us to identify targets, employ forces, and deliver more precise effects faster than ever before. Our airmen are more educated, more motivated and better trained and equipped than at anytime in our history, creating advantages for our service and delivering capability to our nation.

We are entering a new age of air and space power. There is now a growing consensus, as a result of our successes in Iraq, Bosnia, Yugoslavia and in Afghanistan, that air and space capabilities can enable our joint forces to achieve victory swiftly and decisively, regardless of the distance, terrain or adversary. In just a few years, we'll be operating the most dominant, versatile and revolutionary aircraft in the history of military aviation, the F/A-22 Raptor multi-role strike system.

As I think about our opportunities, I remain focused on the current century — not the century we left behind. To do this, my focus has been on four general categories: strategy, people, efficiency and the industrial base. These are my key themes to assess how we're doing in the Air Force. After 15 months in office, I've found they've held up well as a barometer of our progress.

One of my highest priorities is to adjust to the challenges of our new security environment. We have entered a new era, a new kind of warfare. We need to develop

strategies appropriate for this new era and rethink our doctrinal approaches to organizing and employing air and space power. As we witnessed, terrorism poses an asymmetric threat against which our traditional defenses have limited effectiveness.

We're in the business of global reconnaissance and strike, which includes the deployment and sustainment of troops and systems. Our challenge is to focus our strategy, people and investment decisions toward staying number one in this business for many decades while bringing the deterrent and compelling effect of air and space power to bear against terrorism. As we move forward, we also need to posture ourselves to decisively defeat a single adversary — to include changing its regime and occupying its territory if necessary — while deterring and swiftly defeating other threats to our nation, friends and allies.

The initial surge to fight the war on terrorism is now past. In some areas, we need to add capability; in some areas we can meet our long-term demands. Our diligence in studying the requirements, managing the competing missions and apportioning our limited human resources has resulted in a new steady state. Stop Loss and our partial mobilization helped get us there, but all along we pledged that we wouldn't hold on to people longer than necessary. Out of respect for their service and for their family needs, we need to release them so they can get on with their lives.

We know this will stress some areas of our force and will result in longer deployments for some specialties, but it now forces us in

leadership to make the hard decisions. We need to decide how to structure the force and how to resource ourselves for these new demands.

Increasing end strength isn't the answer. We need to look at what we're doing, why we're doing it, and ask ourselves if there's another way to get the job done or if it's a job that we should be doing. We're exploring every option to alleviate the disconnects between our missions and our resources. This includes asking combatant commanders to revalidate their deployment requirements, increasing the pool of people postured to deploy, examining the military-civilian-contractor force mix, retraining people where possible, and increasing accessions into stressed fields. And we're asking 14,000 of the 31,000 activated reservists to remain on active duty for a second year. The answers aren't easy, but you need to know we're working it assiduously.

As we work through these issues, one of our most difficult challenges will remain — caring for our people. We need to deliver on our commitment to quality of life while our people continue to do all that we've asked them to, at home and deployed. We must work diligently to deepen the bonds of trust with our airmen — every man and woman. With an all-volunteer force, shrinking infrastructure and bases, increasing reliance on guard and reserves, and wartime mission

demands, we must reassure military members — and their families — that family support and genuine quality of life is of primary importance.

Unfortunately, many of the policies governing today's servicemembers and their families are based on old paradigms — a force comprised of high school graduates with few dual income families and more stay-at-home spouses. The previous generation operated in a less complex financial world, access to technology was limited, there was no Internet and family separations were predictable due to the nature of the Cold War.

Our world has changed, as have the expectations of our troops. We must address the American higher standard of living — in housing, medical care, child care and education — as well as recognizing the needs of dual income families and the need to provide stability to military families, as best as possible.

We must recognize there is a fundamental contract between voluntary military members and their families and the American people who benefit from their collective sacrifice. This partnership is built on an understanding that families, as well as the servicemember, contribute immeasurably to the strength of the American military. As a result, we need to make a tangible and substantive commitment to improving quality of life. Action, not talk, is what it will take to deliver on this goal.

Jumper: The power of transformation

“There is a lot of talk about transformation out there today and the power of transformation I think is truly in transformational ideas,” said Gen. John P. Jumper, Air Force Chief of Staff. “It is not just all about technology; it is about relationships. It is about the commitment of our people to do things in new and different ways. But you know we've been transforming in our Air Force since 1989, since the Berlin Wall came done.

“Since that time, we've watched the Cold War disappear and be replaced by a war that has made more demands on our Air Force. We've also watched as our resources dwindle by some 40 percent.

“The Air Expeditionary Force construct put predictability into the lives of our people, so they know when they'd know when they

were going and they'd know when they were coming home. AEF One was to Bahrain. At that time, we had 80,000 people out of 400,000 on active duty that were on what we called mobility orders. Today we have 247,000 out of 358,000 on active duty and then thousands more in the Guard and Reserve that are in the queue for our Air Expeditionary Forces.

“We haven't got them packaged right yet. And there are still a few bumps. But the point is that the AEF today is our Air Force. We went for years letting contingency operations float on top of everything else that we did. It has taken a long time for the cultural change that is required to figure out that the AEF is what we are. When operations like Enduring Freedom and Noble Eagle come along, we do it out of the AEF, not in addition to the AEF. And only in this way will we be able to

get everybody tuned in to the rhythm of the Air Expeditionary Force. To change our assignment policies so that we are assigned in the rhythm of the Air Expeditionary Force. To change our professional military education so that we go to school in the rhythm of the Air Expeditionary Force. We will formulate policies that will put many of these actions into effect.

“People on the Air Staff will be in the Air Expeditionary Force,” the general continued. “You will come to the Pentagon and your little welcome folder will say, hello, welcome to the Pentagon, you are in AEF Six. Your work up

period is such and such a time and you will be vulnerable to deploy during this period of time. And you will be teamed up with other like skills in teams that deploy together and you will go off and train during the work up period for that. With any luck, people on the staffs won’t need to be called, but when we have an extraordinary operation like Noble Eagle, they will be called. And we’ll go deep into the buckets before we go forward to pull from ones that are scheduled to deploy in the future. Another change to the way we will do our business.”

Transformation needed for new strategic environment

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

While the War on Terror presents unprecedented challenges, the future has never been brighter for airmen. We are entering a new age of air and space power. And there is now a growing consensus as a result of our successes in Iraq, the Balkans and Afghanistan that air and space capabilities can dramatically assist our joint forces to achieve victory swiftly and decisively regardless of distance or of terrain or of adversary. While we’ve been very successful in the past decade, our potential adversaries have come to accept our overwhelming military strength and as a result have grown increasingly less willing to engage our forces directly. We face a new reality. One in which our traditional defenses – deterrence and the protective barriers afforded by friendly neighbors and two large oceans may be of limited effect.

This new reality highlights the absolute necessity of transforming our air and space capabilities. Now, there has been quite a frenzy in the Pentagon in the recent past of that word “transformation” and as General Jumper and I like to point out, most briefings don’t make it to prime time these days if the “T” word is not referred to somewhere in the text.

Nevertheless, we view transformation as one of our principle missions. By transformation we mean to provide the strategies, systems, training and support required to affect the strategic environment at which we find ourselves – not for the century left behind, but for the century we are in. We need to develop doctrinal approaches appropriate for this new era and where necessary retool our approaches to organize and employ our forces. And this is what (Secretary of Defense) Don Rumsfeld

has charged us to do. And we are doing it.

We are in the business of global reconnaissance and strike, in my words, which include the deployment and sustainment of troops and systems. Our task is to focus our strategy, people and concepts of operations on staying number one in this business for many decades while bringing the compelling effect of air and space power to bear against terrorism and asymmetric attacks. The proposed budget we recently sent to Office of the Secretary of Defense balances a variety of priorities from personnel and readiness to training and logistics as well as transformation and modernization.

But today’s force in many ways is a transition force. Our legacy aircraft systems were built with specialized roles and they were very good. But we have limited networking, limited all-weather delivery and limited stand off and our sensors are only partially integrated. Our deployments require large logistics tails and we currently employ stealth only at night. Further, too often space has been an after thought. The force that we are building, the reason John and I come to work every day, this force of the future will not be so limited. It will employ multi-mission systems with multi-spectral fused air and space sensors and robust all-weather weapons delivery with increased stand off capability.

We will deploy with reduced logistics tails. We will attack with improved range, payload, speed, maneuverability and precision. And we will network these systems in ways that enable us to find, fix, track, target, engage and assess in timelines unimaginable just a few years ago. It is our goal to have consistent, persistent

intelligence, surveillance and reconnaissance. And, once a decision to attack is made, we will attack instantaneously.

We are developing a range of systems that fulfill these objectives, from multi-mission command-and-control aircraft, smart tankers, an entire generation of unmanned vehicles, including Global Hawks, unmanned combat aerial vehicles, armed scout Predators and shortly, hunter-killer unmanned aerial vehicles.

**F/A-22
Raptor
designation
reflects
combat role**

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

Secretary Roche and I have decided to adopt the name F/A-22 and use F/A as a prefix to emphasize the multiple roles and many dimensions of the Raptor, which by the way, Secretary Roche reminds me that the Raptor feeds on prey, both taking it from the sky and from the surface. Indeed, the Raptor's most significant contributions over the next 30 years will be its attack role against targets protected by the most lethal missile systems, the next two generations of surface-to-air missiles – the SA-10s, 12s, 20s, which are already fielded and the SA-200s and 400, which are being tested now.

It will enable our other stealth assets to operate 24-hours a day and it will sanitize supply corridors for airlift aircraft to resupply ground forces deployed in the Army's new brigade combat team and objective force concepts. Its sensors will provide valuable information regarding precise target location and characteristics into a common network for all to use, both air, land and sea. In short, it will be its own intelligence, surveillance and reconnaissance platform.

It will be the only system able to reliably engage cruise missiles and it will be delivered

We are also developing a small diameter bomb and the airborne laser, to name just a few. And of course we are going to complete the test, development and we will field that one system that was just renamed.

We will bring stealth into the daylight and multiply the effects of our air and ground forces with the most dominant versatile and revolutionary aircraft in the history of military aviation, the F/A-22 Raptor multi-role strike system. We will do it.

to replace fighters that have been in active service longer than any fighter the Air Force has ever had in its inventory. And it will deploy with a fraction of the logistic footprint and manpower required to sustain our current 25-year-old platforms. We believe, the combination of these capabilities is transformational by any definition and we believe this transformational weapon should be called the F/A-22.

Many people have asked me about this FB-22. What is this FB-22? The FB-22 is a concept. Secretary Roche is the father of this concept and we have a model of this concept on his desk. It looks very much like an F-22. It takes advantage of all of the development work that has been done on the F/A-22. It is two seats. It is a bit larger. It retains all of its super cruise characteristics. It is not quite as high G as the F/A-22 but it is still a maneuverable airplane. And where the F/A-22 will carry eight small diameter bombs internally, the FB-22 would carry 30 small diameter bombs internally with a range approximately two and a half times that of the F/A-22. It is a concept and we have it on the shelf for future consideration.

**SECAF, CSAF
unveil
command
insignia,
service dress
nametag**

The Air Force secretary and chief of staff unveiled the Air Force command insignia Oct. 1 during the 2002 Corona Top conference in Colorado Springs, Colo.

Dr. James G. Roche and Gen. John P. Jumper said the insignia will identify those charged with the responsibilities of command.

"This new insignia will serve as a very important emblem to identify those who have the unique and demanding responsibility of commanding the sons and daughters of America," Secretary Roche said.

General Jumper added that the Air Force command insignia represents the importance of the commander's role in today's Air Force.

"This emblem represents the confidence of those commanded, the trust of a nation, and the awesome and total responsibility given to the person who places this insignia on (his or her) uniform," General Jumper said.

Only officers in the ranks of major through colonel, who currently are or have been a squadron, group or wing commander, are authorized to wear the insignia. Vice, deputy

or temporary "acting" commanders are not authorized to wear it.

The command insignia will not be worn on any uniform in deployed areas of responsibility or in combat zones.

Also unveiled was a new nametag for the service dress uniform. The nametag has a brushed satin finish and blue letters. It is slightly larger and heavier than the blue

plastic nametag worn on the blue shirt and medical white uniform. It will only feature the wearer's last name and will only be worn on the service dress, on the right side parallel to the ribbons and medals.

Army and Air Force Exchange Service military clothing sales stores have the new command insignia for purchase, but the nametag will be available at a future date.

New office ensures communications capability

Undersecretary of the Air Force Peter B. Teets has unveiled plans for a new office designed to ensure communications compatibility among several key organizations.

The formation of the Transformational Communications Office, he said, will make it easier for the Department of Defense, the intelligence community and NASA to communicate with each other.

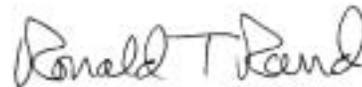
"This compatibility is critical to meeting the growing communications requirements that we face in the 21st century and providing the flexibility we need to meet the evolving demands on our communications systems," said Mr. Teets.

To accomplish this, the TCO will coordinate,

synchronize and direct the implementation of a transformational communications architecture, he said.

The architecture will be a single integrated communications network consisting of both satellite and ground capabilities. The system will link the many varied communications networks that exist today, to give both the warfighter and intelligence community a stronger communications capability to meet emerging threats and evolving mission requirements.

Ideally, the undersecretary said, the resulting structure will improve communications for the warfighter.



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

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