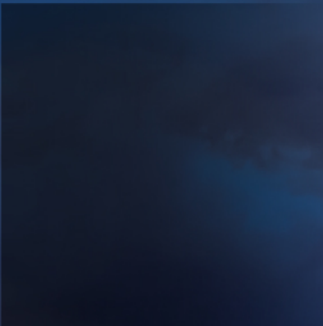




Chief of Air Force COMMANDER'S INTENT UPDATE 2017



Air Marshal Leo Davies, AO, CSC



CHIEF OF AIR FORCE

COMMANDER'S INTENT UPDATE

2017

*Our Air Force –
Potent, Competent, Effective and Essential*



Air Marshal Leo Davies, AO, CSC
October 2017

Introduction

At the mid-point of my time as Chief, I reflect with pride on our significant achievements to date. We have made encouraging progress towards our fifth-generation Air Force, and Plan Jericho has been transformational. You may remember that my priorities, outlined in my 2015 Commander's Intent, were to:

- Provide outstanding, world's best air power options to Government and Joint Force Commanders
- Provide our people with the best possible work environment and manage them to achieve the best outcomes for themselves and the Service

- Ensure our people have both the required technical and professional mastery to operate our advanced air power systems in an optimal manner
- Provide the best support to, and integrate to best effect with, our joint, allied and coalition partners
- Be able to explain air power and its vital role in national security
- Transform our Air Force through the implementation of Plan *Jericho*

It is appropriate that I update my Commander's Intent to reflect the progress made, and to incorporate the Air Force Strategy 2017-2027, which I released in February 2017.



Air Force Strategy and Commander's Intent

By 2025, our Air Force will be truly fifth-generation, designed to be networked for integrated effect. Our systems will be world class, and in some respects, world leading. Now, perhaps more than ever, we need clear, effective, and seamlessly integrated Command guidance.

Jericho

Plan *Jericho* has served Air Force well. It has challenged us to transform Air Force and has encouraged bottom-up innovation. Plan *Jericho* was deliberately established outside the normal chain of command to be responsive to these needs. It will, however, have run its course in the coming years as we will have made innovation the norm.

Air Force Strategy

The Air Force Strategy outlines how we will become a fifth-generation Air Force. We will possess a fully-networked Air Force, one which will use joint and networked effects to prevail in the complex Information Age. The Strategy highlights areas I believe we must focus upon to take the next step towards a fifth-generation Air Force. Those areas—Strategic Vectors—are: Joint Warfighting, People, Communications and Information Systems, Infrastructure, and International Engagement.

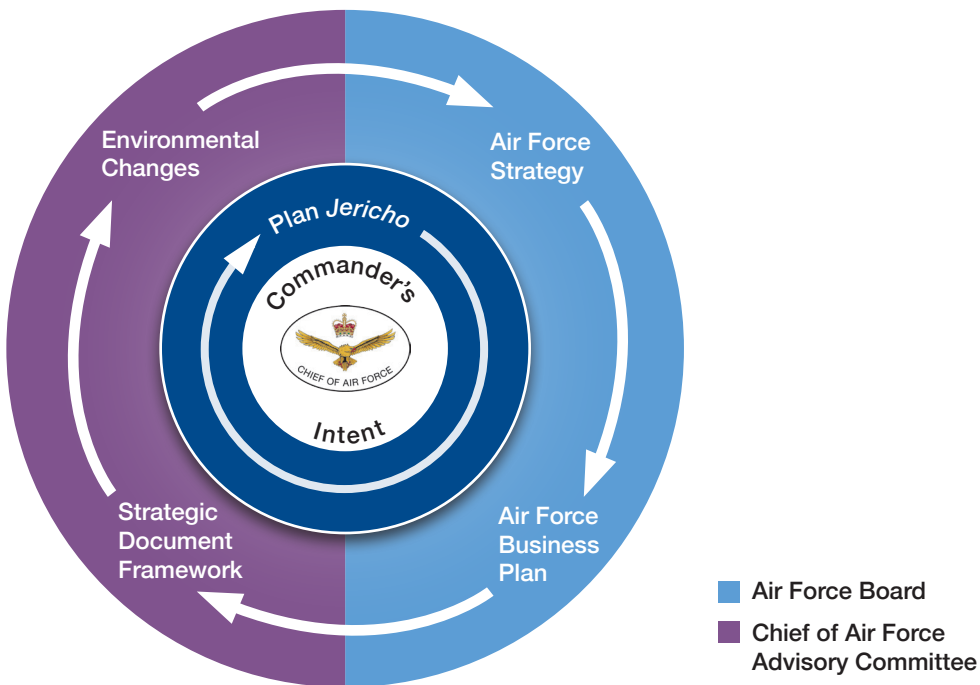


Figure 1: The link between the Air Force Strategy, Business Plan, Plan Jericho and Commander's Intent

1. Joint Warfighting Capability

Our Air Force needs to be part of a truly integrated joint force to maximise our effectiveness, and that of the ADF as a whole. I want you to think about 'joint' in our approach to everything we do, including acquisition and sustainment. It must be reflected daily in our interaction at all levels with our Navy, Army, and Defence civilian colleagues, Joint Operations Command and Capability Acquisition and Sustainment Group.

We also need to understand that sometimes the need to support joint operations, exercises or the readiness of major fleet units may take priority over an Air Force unit's requirements or individual's need to obtain or upgrade a proficiency or skill.



2. People Capability

The Skills

Air Force capability is generated by the people who operate and support our systems. I want us to now focus on:

- Generating network-savvy personnel who are comfortable in complex integrated operations, and
- Improving the connectivity, capacity and resilience of the network itself

These two goals, whilst also meeting our operational obligations and sustaining a reliable force, will be my key priorities over the remainder of my tenure as Chief.

The People

We will attract, train and retain the best talent our country has to offer. This can only occur by employing a diverse workforce and enhancing the skills of our existing workforce. I encourage you to adopt a generational change in mindset to give Air Force access to the knowledge, skills, and abilities to operate 21st century technology.

In particular, I wish to expand and modify our expectations of what a suitable military recruit is, in order to attract talent from the broadest pool. Once recruited, the training and professional development of our new personnel must use the latest contemporary standards. Importantly, whilst doing so, we must also acknowledge that we all learn in different ways.



The Education

The creation of the Air Warfare Centre is a fantastic start, but I will ensure that the introduction of our Aviation Academy gives opportunities for our people from their entry into a career in aviation. Furthermore, the current review of the Professional Military Education and Training system seeks to redress an imbalance towards excellence in training, rather than education.

The type of Air Force I envisage does not rely only on our senior leadership, but leadership at all levels, to allow commanders to encourage the best out of their people. I want Air Force personnel to be so accomplished at command in complex scenarios, and in integrated forces, that they can compete to lead at the most senior levels. I intend our Air Force to be recognised for the quality of its people, and for their capacity to master conflict in the Information Age



3. Communication and Information Systems

Fifth-generation systems demand fast, integrated and secure communications and data transfer to generate air power. Our warfighting ability will require the best of technology, and of our personnel, to optimise those communication systems.

In addition, our internal communications must evolve. The flight-line airman requires a reliable mechanism to understand, provide feedback, or contextualise decisions made by Air Force. I will address this with the help of the SNCO and WOFF network.

Finally, our personnel are increasingly dependent upon classified information to function. I will continue to apply pressure to streamline the security clearance process.



4. Infrastructure

Air Force is unique in that our bases are not only our daily place of work, but they are the launching platforms from which we project air power. During the next ten years more than ten billion dollars will be spent on air base improvements. Better infrastructure solutions will arise from better awareness of the needs of our workforce. I need all of you to be fully engaged with Defence's Estate and Infrastructure Group, and our partners in Defence Industry, to ensure we build our infrastructure elements fit for purpose.



5. International Engagement

The 2016 *Defence White Paper* emphasised the importance of Defence's international engagement in advancing Australia's security interests. Air Force has a key role to play in delivering these outcomes. As part of a fully integrated joint, allied and coalition team, Air Force must, and will, adapt to a changing culture within international engagement.

Training requirements, intelligence partnerships, and advanced technology will

still be the bedrock of joint coalition activity with key allies. However, a broader range of international engagement activity under the Defence International Engagement Plan will help build transparency and trust at the national level. Just as importantly, we will increase cultural awareness and language training to strengthen international relationships at the interpersonal level.



Conclusion

This Commander's Intent is intended as an update to my original – I have not made major changes to my stated priorities. This Intent marks the half-way point in my time as Chief of Air Force, and therefore should be seen more as 'mid-course guidance'.

I have highlighted the areas of renewed focus and cultural change which I believe we need to prosper as a fifth-generation Air Force. This Intent should be seen as an

outline of how I believe we can deliver our objectives in the Air Force Strategy 2017-2027.

My view on our priorities is straightforward — if what we are doing does not contribute to realisation of the Air Force Strategy, then we should think twice before doing it.



My Priorities

My priorities for Air Force are that we will:

- Continue to provide outstanding, world's best air power options to Government and Joint Force Commanders
- Provide our people with the best possible work environment and manage them to achieve the best Service and individual outcomes
- Ensure our people have both the required technical mastery to support and operate our advanced air power systems and the professional mastery to ensure that our systems are utilised to best joint effect
- Provide the best support to, and integrate to best effect with our joint, allied and coalition partners
- Fully understand, and be able to cogently explain, as an organisation and individuals, air power and its vital role in national security and the joint team
- Transform Air Force through the implementation of *Plan Jericho*

