



# PLAN JERICHO

## Program of Work **2016**

Transforming Air Force's Combat Capability

AIR FORCE  
**JERICHO**  
CONNECTED • INTEGRATED

**Air Force Vision:** Air Force will provide the most rapid, effective and responsive military options for the Australian Government to achieve national objectives within our region and globally.

**Air Force Mission:** Air Power for Australia's interests.

**Air Force Values:**

Respect

Excellence

Agility

Dedication

Integrity

Teamwork

## Foreword

The Royal Australian Air Force has an outstanding record of achievement across the spectrum of joint operations from high-end warfighting to counterinsurgency operations to humanitarian support in the wake of natural disasters. In the future, responding to global and regional events will be more difficult, as the proliferation of technology and the advancement in potential adversaries' capabilities pose new challenges to the joint force.

To rise to this challenge, Air Force needs to extract every last bit of mission effectiveness from its capabilities by investing in education and training, and the development of integrated tactics and networks. Air Force must embrace innovative thinking and be prepared to rapidly harness the potential of emerging technology.

Developing an integrated, networked joint force will be the difference between simply owning 5th-generation aircraft and being a truly 5th-generation force. Air Force will work collaboratively with Navy, Army, other Defence

groups, industry partners and allies to ensure the success of joint operational outcomes.

Plan *Jericho* is the key to delivering the future air force, and the enclosed Program of Work outlines the integration activities that will transform Air Force over the next ten years. This transformation will allow Air Force to maintain mastery of a changing air and space domain, whilst remaining responsive to whatever the future may bring. Air Force, the broader Defence organisation and industry will need to continue working closely together to deliver the world's first 5th-generation air force.

This second edition of the Program of Work reflects changes flowing from the *Defence White Paper 2016* and includes a dedicated project designed to deliver a modern education and training system within Air Force. It continues to describe the work necessary to transform Air Force into the force needed for 21st century operations. Air Force remains committed to delivering this program.



Air Vice-Marshal  
Warren McDonald, AM, CSC  
**Deputy Chief of Air Force**



Air Vice-Marshal  
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**Air Commander Australia**





# Table of Contents

Foreword..... 1  
Introduction ..... 4  
*Jericho* Principles ..... 6  
Themes ..... 7  
Plan *Jericho*..... 8

## Program of Works Projects

1. Enhance Air-Land Integration ..... 11  
2. Enhance Air Force’s Maritime Operations Capability..... 12  
3. Establish an Air Warfare Centre..... 13  
4. Enhance Air Force’s Command, Control, Communications  
°and Computers Capability ..... 14  
5. Optimise Air Force Contribution and Access to the Common Operating Picture 16  
6. Grow the Air Force Capacity to Support the Joint Cyber Capability..... 18  
7. Develop an Integrated Fire Control Capability..... 19  
8. Enhance Air Force’s Air Base Warfighting Capability ..... 20  
9. Implement an Air Force Collective Training Plan ..... 21  
10. Enhance Air Force’s Live, Virtual and Constructive and Ranges Capability ..... 22  
11. Integrate Logistics into the Battlespace..... 23  
12. Develop Capacity to Manage Air Force Security ..... 24  
13. Develop Air Force’s Strategy-Driven Operating Model..... 25  
14. Establish an Air Force Integrated Capability Management Process..... 26  
15. Implement the Workforce Management Strategy..... 27  
16. Modernise Air Force’s Education and Training System..... 28

# Introduction

## The Need for Transformation

The introduction into service of a range of state-of-the-art surveillance, command-and-control and combat platforms provides the catalyst to transform Air Force into a 5th-generation fighting force. These platforms enable the delivery of greater effect through shared awareness and collaborative action. Despite the advantages offered by individual capabilities, the full benefit of these platforms will only be realised when they are integrated with the joint force and other enabling capabilities through disciplined design.

In that context, Air Force cannot simply continue to evolve, it must be transformed. All elements of the organisation will be examined, enabling the joint force to know more, make better and swifter decisions and deliver more decisive effects than any potential adversaries.

At the same time, Air Force understands it operates as part of a joint force, serving the Government of the day and the national interests of all Australians. Air Force will develop the most potent and agile force possible, providing Government with a range of flexible options to further national interests in accordance with Government policy.

Plan *Jericho* provides the strategic framework for Air Force's transformation to a 5th-generation integrated fighting force. Through Plan *Jericho*, Air Force will ensure it meets the expectations of Government outlined in *Defence White Paper 2016*:

*The future force will be more capable, agile and potent. The future force will be more capable of conducting independent combat operations to defend Australia and protect our interests in our immediate region. This force will also enhance Australia's ability to contribute to global coalition operations. More emphasis will be placed on the joint force, bringing together different capabilities so the ADF can apply more force more rapidly and more effectively when required.<sup>1</sup>*

Plan *Jericho* contributes to the joint force objectives described in the *Defence Planning Guidance* and *Australia's Military Strategy*. It will deliver on the vectors articulated within Air Force's Strategy.

## Chief of Air Force Intent

Speaking to the Australian Strategic Policy Institute on 19 Jul 16, Chief of Air Force, Air Marshal Leo Davies, reaffirmed his commitment to the outcomes of Plan *Jericho*:

*We have reaffirmed the requirement for Air Force to be a truly integrated joint force in order to maximise our effectiveness. The sum of the Services operating together is clearly greater than any of us operating individually. To this end, integration and jointness forms part of our baseline... Integration is an increasingly critical element of air power and warfighting more broadly. All three Services, our Defence civilian specialists and our partner groups*

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<sup>1</sup> Defence White Paper 2016, page 18



*are increasingly aware that our individual strength is shallow in dimension and will fall short of delivering the combat power needed to provide Government with assurance and the Australian people and importantly our coalition partners and regional neighbours with confidence.”*

### **Jericho Vision**

The Plan *Jericho* vision is to develop a future force that is agile and adaptive, fully immersed in the information age and truly joint.

### **Related Documents**

The *Air Force Concept of Operations 2025*, released on 1 Jul 15, describes the way Air Force will fight in 2025.<sup>2</sup>

The *Concept of Operations* highlighted potential gaps that might impede Air Force achieving the *Jericho* vision. An analysis

of the gaps identified potential remediation options across the Fundamental Inputs to Capability. The *Jericho Program of Work* captures over 100 separate remediation options, which fall into sixteen discrete projects. Each project will be prioritised and assigned to implementation owners by way of Implementation Directives issued by Deputy Chief of Air Force (DCAF) and Air Commander Australia (ACAUST).

The *Concept of Operations*, the subsequent *Air Force Operating Concept 2027* and this *Program of Work* support the *Air Force Strategy*. The *Air Force Strategy* articulates a ten-year plan centred on Air Force’s modernisation and integration—of its people, capabilities and relationships—to ensure that Air Force can continue to meaningfully contribute to ADF operations as part of allied and global partnerships. This suite of documents articulates Air Force’s contribution to the force described in the *Defence White Paper 2016*.

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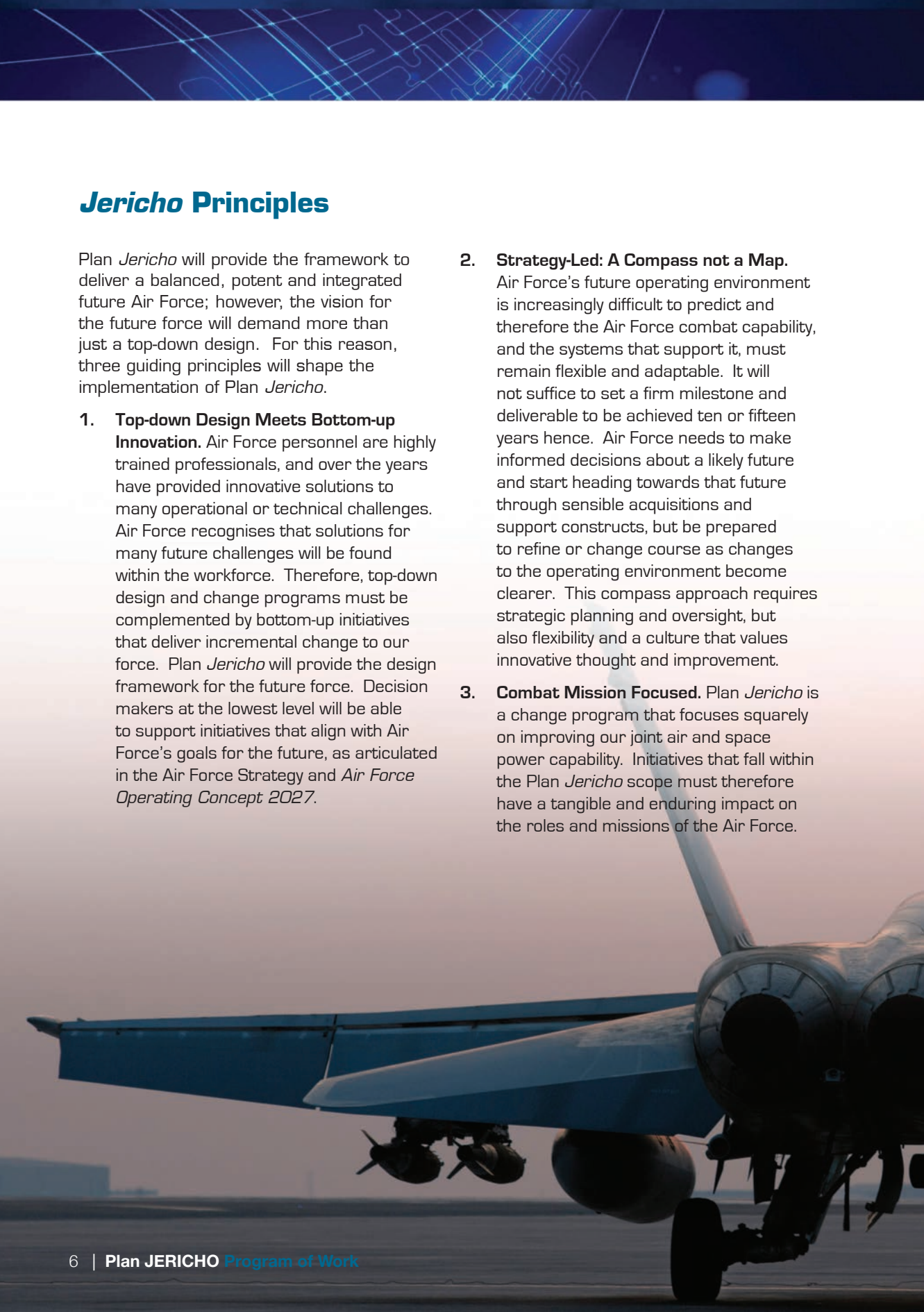
2 The *Concept of Operations* will be re-issued in late 2016 as the *Air Force Operating Concept 2027* (AFOC2027), describing how the Air Force of 2027 will deliver the requirements of the Australian Joint Operating Concept (AJOC).

## Jericho Principles

Plan *Jericho* will provide the framework to deliver a balanced, potent and integrated future Air Force; however, the vision for the future force will demand more than just a top-down design. For this reason, three guiding principles will shape the implementation of Plan *Jericho*.

**1. Top-down Design Meets Bottom-up Innovation.** Air Force personnel are highly trained professionals, and over the years have provided innovative solutions to many operational or technical challenges. Air Force recognises that solutions for many future challenges will be found within the workforce. Therefore, top-down design and change programs must be complemented by bottom-up initiatives that deliver incremental change to our force. Plan *Jericho* will provide the design framework for the future force. Decision makers at the lowest level will be able to support initiatives that align with Air Force's goals for the future, as articulated in the Air Force Strategy and *Air Force Operating Concept 2027*.

- 2. Strategy-Led: A Compass not a Map.** Air Force's future operating environment is increasingly difficult to predict and therefore the Air Force combat capability, and the systems that support it, must remain flexible and adaptable. It will not suffice to set a firm milestone and deliverable to be achieved ten or fifteen years hence. Air Force needs to make informed decisions about a likely future and start heading towards that future through sensible acquisitions and support constructs, but be prepared to refine or change course as changes to the operating environment become clearer. This compass approach requires strategic planning and oversight, but also flexibility and a culture that values innovative thought and improvement.
- 3. Combat Mission Focused.** Plan *Jericho* is a change program that focuses squarely on improving our joint air and space power capability. Initiatives that fall within the Plan *Jericho* scope must therefore have a tangible and enduring impact on the roles and missions of the Air Force.





## Themes

Three transformation themes guide the development of Plan Jericho:

- 1. Harness the Combat Potential of a Fully Integrated Force.** The primary focus of Plan *Jericho* is to maximise Air Force's delivery of joint air and space power effects. As described in the *Concept of Operations*, force integration is essential to superior decision-making and delivery of effects. Therefore, the Plan *Jericho* program will focus on the integration of Air Force capabilities within a broader joint and coalition context.
- 2. Develop an Innovative and Empowered Workforce.** While the integration of the combat force is important to achieving competitive advantage over potential adversaries, Air Force must sustain that advantage over the longer term by developing an innovative and empowered workforce. Innovation is fundamental to
- a relatively small Air Force and therefore Plan *Jericho* will encourage and develop organisational and individual behaviours that facilitate innovation. In addition, a modern education and training system will be essential to enabling the skills and experience changes required of a modern Air Force.
- 3. Change the Way We Acquire and Sustain Capability.** Industrial age acquisition, transition and sustainment processes will inhibit Air Force's ability to leverage off innovation. Agile information-age processes and behaviours must be normalised within the organisation. Air Force must ensure that strategic planning is synchronised with capability development and capability management processes and aligned with higher Defence requirements articulated in *Defence White Paper 2016* and subordinate documents.



## Plan *Jericho*

Plan *Jericho* will be delivered through three main bodies of work: the *Jericho Dawn* series of demonstrations, bottom-up innovation and the *Jericho Program of Work*.

Out of necessity, some part of this work will be focussed on remediating shortfalls in existing systems and processes, providing a solid foundation on which Air Force can experiment and plan for the future. At the same time, Air Force must be forward leaning, capable of identifying disruptive technologies and processes and rapidly incorporating them into existing business processes. Air Force must be a strategy-led organisation, with strong links to technical research and development organisations, academia, industry and strategic policy think tanks. Above all, it must prize and grow its intellectual capital.

### **Jericho Dawn**

Enduring incremental improvement to Air Force's air power capabilities requires changes in acquisition, transition and sustainment mindsets as well as strong leadership support for bottom-up initiatives. To start Air Force along this path, and achieve quick wins, Plan *Jericho* includes a program of demonstrations called *Jericho Dawn*. The objective of *Jericho Dawn* is to demonstrate new capability and introduce it quickly to enhance joint warfighting effects on an enduring basis. The *Jericho Dawn* program is linked to the *Program of Work* and the three *Jericho* themes. While quick wins and enduring improvements are important for *Jericho Dawn*, the program will also foster a greater tolerance of programmatic risk and acceptance of failure as a normal part of innovation. To ensure

the goals and outcomes of *Jericho Dawn* become normalised, responsibility for the tactical and operational components of the program, will transfer to the Air Warfare Centre by the end of 2016.

### **Bottom-up Innovation**

One of the guiding principles of *Jericho* is the need for bottom-up innovation that delivers the requirements of the top-down design. The *Program of Work* outlined below represents the top-down design components of the plan. Bottom-up initiatives from within Air Force and industry are a key means of delivering *Jericho*. Air Force will empower people to make decisions at the lowest level possible, through better education and training, and an improved understanding of strategy and risk. Plan *Jericho* will deliver better ways to leverage off bottom-up initiatives in order to maximise scarce resources and deliver effective capability more quickly. To that end, *Jericho's* success will be underpinned by real innovation and initiative within wings, squadrons, flights and sections which deliver tangible and enduring change.

## Program of Work

The Plan *Jericho Program of Work* is focussed on remediating the gaps identified in the *Concept of Operations*. Delivery of the *Program of Work* will be completed using an incremental approach leveraging off extant Air Force resources including the minors program, sustainment funding and the various operating budgets within the portfolio. Where necessary, major initiatives will be developed into submissions to form part of the major capital program. This is anticipated to be the exception for Plan *Jericho* given the work that has already

been conducted to support the 2015 Force Structure Review.

An implementation directive has been issued for each project listed within this program of work, providing direct tasking and guidance to each project owner. The *Program of Work* is evolving, and individual projects and tasks will be added and removed as priorities dictate. In this edition of the *Program of Work*, a new project has been included to capture the education and training needs of Air Force's people over the next ten years.

The *Program of Work* projects are:

- Project 1. Enhance Air-Land Integration
- Project 2. Enhance Air Force's Maritime Operations Capability
- Project 3. Establish an Air Warfare Centre
- Project 4. Enhance Air Force's Command, Control, Computer and Communications Capability
- Project 5. Optimise Air Force Contribution and Access to the Common Operating Picture
- Project 6. Grow the Air Force Capacity to Support the Joint Cyber Capability
- Project 7. Develop an Integrated Fire Control Capability
- Project 8. Enhance Air Force's Air Base Warfighting Capability
- Project 9. Implement an Air Force Collective Training Plan
- Project 10. Enhance Air Force's Live, Virtual and Constructive (LVC) and Ranges Capability
- Project 11. Integrate Logistics into the Battlespace
- Project 12. Develop Capacity to Manage Air Force Security
- Project 13. Develop Air Force's Strategy-Driven Operating Model
- Project 14. Establish an Air Force Integrated Capability-Management Process
- Project 15. Implement the Workforce Management Strategy
- Project 16. Modernise Air Force's Education and Training System





## *Project 1*

# Enhance Air-Land Integration

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**Owner:** Commander Air Mobility Group

**Commence:** September 2015

**Complete:** Within four years

### **Overview**

The Air Force vision for air-land integration is to deliver air and space power effects as part of a combined arms conventional and special operations capability. These effects, comprising air mobility, intelligence, surveillance and reconnaissance, electronic warfare and joint fires, will be harmonised with ground forces within a joint scheme of manoeuvre. This vision will not be achieved while both Services maintain a self-determinant approach to air-land capability realisation; it requires a joint perspective across capability life cycles. Air Force will work with Army to address incompatible systems and communications limitations, and enhance integration through collaborative development, experimentation, wargaming and joint collective training. Air Force will consider the organisational structure required to deliver integrated effects into the future.

### **Elements to be Addressed or Considered**

- Engage with key Air Force and Army stakeholders to review Air Force's air-land integration organisational structures such as the brigade air liaison officer, ground liaison, air-land integration cell, combat control capability, joint terminal attack controller capabilities.
- Acquire equipment to bridge or fill technology gaps and enhance air-land integration such as digital close air support, radar beacons and communications equipment.
- In conjunction with the Maritime Operations Capability project owner, develop Air Force's input into amphibious doctrine and tactics, techniques and procedures.
- Develop Air Force input into air-land integration doctrine and tactics, techniques and procedures.
- Develop and practice flexible airspace and air battle management processes across Army and Air Force.
- Implement intelligence, surveillance and reconnaissance collection and fire support coordination that takes advantage of technology.
- In consultation with the Air Warfare Centre, develop professional education and training in air-land integration for operators, planners and commanders.
- In conjunction with Director General Air Command Operations, ensure that situational awareness data is shared between air and land platforms at the tactical and operational level.

## *Project 2*

# Enhance Air Force's Maritime Operations Capability

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**Owner:** Commander Surveillance and Response Group

**Commence:** July 2016

**Complete:** Within four years

### **Overview**

Air Force's vision is to enhance the capabilities of air and maritime platforms through effective integration and training. This project will enhance joint air and maritime operations such as maritime surveillance, maritime strike, under-sea warfare and protection of the Amphibious Task Group. Air Force will work with the Navy to develop concepts through experimentation, wargaming and ongoing joint collective training. Some aspects of this project are already being addressed, but there is a need for a coordinated approach to capability realisation and doctrine development, and opportunities for short-term successes.

### **Elements to be Addressed or Considered**

- With the air-land integration project owner, develop Air Force's input into amphibious doctrine and tactics, techniques and procedures.
- Develop Air Force input into broader air-maritime doctrine and tactics, techniques and procedures.
- Ensure Air Force can contribute to the maritime operating picture in real time.
- In conjunction with Director General Air Command Operations, ensure that situational awareness data is shared between air and maritime platforms at the tactical and operational level.
- Ensure Air Force capabilities can provide communications gateways or relays necessary for the surface groups to retain information control in contested, denied operating environments.
- In consultation with the Air Warfare Centre, develop professional education and training in maritime strike for operators, planners and commanders.
- In consultation with the Air Warfare Centre, develop professional education and training in anti-subsurface warfare and amphibious operations for operators, planners and commanders.
- Transition development of Air Force maritime doctrine and tactics, techniques and procedures to the Air Warfare Centre when it has the capacity to do so.



## *Project 3*

### **Establish an Air Warfare Centre**

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**Owner:** Commander Air Warfare Centre

**Commence:** Initial Operating Capability February 2016

**Complete:** Final Operating Capability 2020

#### **Overview**

Air Force lacks the systemic ability to generate rapid, cogent and integrated combat capability solutions in response to current and future capability gaps and bottom-up innovation opportunities. In addition, Air Force's ability to leverage relationships with the United States and United Kingdom is inhibited by the lack of formal instruments for sharing information with those nations' air warfare centres. This project will introduce an Air Warfare Centre into Air Force service that will become the centre of innovation and thinking for integrated operations.

#### **Elements to be Addressed or Considered**

- Provide a focal point for bottom-up innovation at the tactical and operational levels.
- Coordinate and integrate tactics and procedures development across all Air Force platforms utilising live, virtual and/or constructive environments.
- Coordinate and integrate enabling functions across all force element groups.
- Coordinate science and technology, and research and development support to operations across Air Force.
- Support Air Force Headquarters in testing current and proposed operating concepts against force structure and higher level Defence plans.
- Collation of lessons learned through experimentation for inclusion in strategic planning, capability development, doctrine development, and exercise planning.
- Optimise the organisational structure to promote the exchange of ideas across the Australian Defence Force, and interfacing with coalition partners.
- Provide protected / monitored access to Defence and coalition capability information, tactics, techniques and procedures (including trial tactics) and cooperative development tasks.

## Project 4

# Enhance Air Force's Command, Control, Communications and Computers Capability

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**Owner:** Director General Air Command Operations

**Commence:** 1st quarter 2016

**Complete:** Within two years

### Overview

The air component of the joint force must be able to make better operational and tactical decisions than any adversary. To that end, the Air Operations Centre (AOC) and broader Air Force command, control, communication and computers capability must continue to evolve to support superior decision-making. The task will consider specific capability enhancements to enable integrated warfighting, the provision of distributed control nodes across the battlespace, and integration of joint effects with Army, Navy and national capabilities. A network that enables the flow of information across the battlespace will require information and network managers within Air Force who can ensure information control when and where it is required.

### Elements to be Addressed or Considered

#### Command and Control Modernisation and Distributed Decision-Making

- Develop doctrine and tactics, techniques and procedures reflecting endorsed concepts for Air Force command and control.
- Define Air Force's requirements, and instigate projects, for distributed command-and-control applications and decision-support tools across all capabilities from tactical to operational.
- Provide secure voice and data communications to airborne assets.
- Integrate command-and-control tools and communications systems aboard the Canberra-class ships to enhance

air operations in support of amphibious operations.

- Provide secure Internet Protocol (IP) Chat on all tactical command-and-control and intelligence, surveillance and reconnaissance systems, airbase command posts and to tactical air control parties.
- Develop deployable task unit elements that match combat support capabilities with other deployable Air Force platforms.
- Integrate distributed mission planning tools for all platforms, including air base operational support planning.
- Develop a training strategy to support the command-and-control construct.

### **Integration of Kinetic and Non-Kinetic Effects**

- Develop or acquire spectrum monitoring tools (friendly, adversary and neutral).
- Broaden Air Force's ability to provide target coordinates to kinetic platforms in real-time.
- Develop non-kinetic effects battle damage assessment processes.
- Develop the capacity to conduct gain / loss assessments for electronic warfare and cyber operations.
- Develop doctrine and tactics, techniques and procedures reflecting endorsed concepts for spectrum management (friendly and adversary) including gain / loss assessments for electronic warfare and cyber.
- Develop doctrine and tactics, techniques and procedures to coordinate kinetic and non-kinetic effects across the joint force and strategic agencies.
- Understand and assure access to allied space mission assurance capabilities.

### **Network Design and Management**

- Achieve redundancy by diversifying Air Force's beyond-line-of-sight communications capabilities outside current satellite communications capability.
- Identify methods to improve capacity (bandwidth) on those networks that support decision making, including improved ability to prioritise operational information across the joint force.
- Develop or acquire network design and management tools.
- Develop and implement information and bandwidth management tools and processes.
- Define workforce requirements for joint network design and management (communications, datalinks, logistics systems), and spectrum, information and bandwidth management personnel.
- Develop organisational and workforce capacity to manage networks.
- Define and develop local-area, base-area and wide-area networks to enable better network integration across the battlespace.
- Integrate ADF command-and-control networks with allied partner networks.



## Project 5

# Optimise Air Force Contribution and Access to the Common Operating Picture

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**Owner:** Director General Air Command Operations

**Commence:** 4th quarter 2015

**Complete:** Within two years

### Overview

The common operational picture is used by key joint decision makers in the conduct of operations and operations planning. Air Force contributes to this picture through the development and dissemination of the recognised air picture and specific intelligence, surveillance and reconnaissance capabilities. As networked operations become increasingly contested, Air Force needs to ensure that the contribution to the common operational picture is as accurate and robust as possible. Similarly, it needs to ensure that the common operational picture is available beyond the key command-and-control nodes so that effective operations can continue during periods of degraded connectivity.

### Elements to be Addressed or Considered

#### Doctrine and Tactics, Techniques and Procedures

- Develop common identification procedures across the joint force.
  - Develop doctrine and tactics, techniques and procedures reflecting endorsed concepts for compiling and fusing common operational picture, including synchronising and integrating intelligence, surveillance, reconnaissance and electronic warfare sensors, assets and associated strategic-to-tactical processing, exploitation and dissemination of intelligence product into the conduct of operations.
  - Develop processes and systems to share strategic agency data in real time.
- Define the information flow required to support dissemination of common operational picture and tactical data.
  - Develop systems to assure the integrity of the Air Force contribution to the common operational picture and identify when reductions in integrity are affecting the common operational picture.

### **Major Common Operating Picture Systems and Activities**

- Ensure all ADF and national sensors are able to contribute to the common operational picture..
- Ensure that Defence all-source intelligence data is provided to the common operational picture, including from processing, exploitation and dissemination nodes.
- Distribute the common operational picture to Air Force decision nodes who need it.
- Develop networks to support the sharing of tactical data in real time.
- Develop common operational picture networks and tools to include visualisation of electronic warfare and cyber status and effects across the joint force.
- Develop the Jindalee Operational Radar Network and space systems to provide automated cueing.
- Develop networks to distribute Air Force data to Navy, Army and Border Protection Command headquarters and platforms.
- Define Air Force's requirements for, and instigate projects to support big data mining.
- Develop procedures for collaboration between Air Force and other Service intelligence, surveillance, reconnaissance and electronic warfare sensors, assets and processing, exploitation and dissemination capabilities.

## Project 6

# Grow the Air Force Capacity to Support the Joint Cyber Capability

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**Owner:** Director General Modernisation – Air Force

**Commence:** 3rd quarter 2015

**Complete:** Within seven years

### Overview

Air Force must ensure continuity of air operations against a cyber-capable adversary in a contested and degraded cyberspace environment. To that end, Air Force will contribute to the joint cyberspace capability announced in the *Defence White Paper 2016*. Air Force acquisition, management and force-generation processes will support Vice Chief of Defence Force to deliver the capability required by Government. Achieving the timeline for growing this capability may require an alternative approach to workforce management and is therefore closely linked to the Workforce Management Strategy project.

### Elements to be Addressed or Considered

#### Air Force Cyberspace Strategy

- Update the *Chief of Air Force Statement of Capability Intent for Cyberspace Operations*.
- Implement the *Cyberspace Capability Realisation Plan* to realise the Chief of Air Force *Statement of Capability Intent*.

#### Cyberspace Capability Force Generation

- Align the *Cyberspace Capability Realisation Plan* with the *Defence White Paper 2016* and implement through:
  - » Delivering tailored cyberspace operations training and education for operators, planners and commanders.
  - » Establishing governance responsibility for information systems, processing and security management.
  - » Support Vice Chief of Defence Force Group in establishing a cyberspace

capability planning and management role.

- » Enhancing acquisition and sustainment processes for weapon systems-related information systems.
- » Formalising No 462 Squadron's raise, train, sustain role.
- » Expanding No 462 Squadron's information-assurance function to service whole-of-Air Force requirements.
- » Establishing an operations coordination cell to enable the integration of cyberspace operations with air operations.
- » Establishing an Air Force cyberspace incident response team to support Air Force network and system owners and managers.
- » Establishing a mission intelligence function that enables cyberspace defence and information assurance services.



## Project 7

# Develop an Integrated Fire Control Capability

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**Owner:** Commander Air Warfare Centre

**Commence:** 2nd quarter 2016

**Complete:** Seven years

### Overview

To fight and win in the future, Air Force must be capable of sharing weapons quality sensor data across airborne, surface and land-based platforms. Automated sensor cross-cueing will enable collaborative detection, identification and engagement of targets at long range in a contested environment. Air Force's integrated fire-control policy will guide engagement with other services, the evolution of Air Force platforms, the acquisition of new platforms and the development of associated doctrine and operational concepts within Air Force and across the joint force. Capability management of integrated fire control will be described in the capability management framework, along with other integrated effects. Air Force will pursue the development of integrated fire control while this capability management framework is matured.

### Elements to be Addressed or Considered

- Draft and approved a security classification and grading document that supports the further development of this capability.
- Engage with Vice Chief of Defence Force Group and Navy to develop joint capability needs statements and a capability management framework for integrated fire control.
- Develop a roadmap that will deliver the Air Force components of an integrated fire control system.
- Develop integrated fire control capabilities across all required force elements.
- Build networks so that sensors can detect, identify and engage targets collaboratively across all force elements.
- Develop doctrine, tactics, techniques and procedures for the use of integrated fire control across Air Force.
- Develop doctrine, tactics, techniques and procedures for the use of integrated fire control across the joint force.

## Project 8

# Enhance Air Force's Air Base Warfighting Capability

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**Owner:** Commander Combat Support Group

**Commence:** 2nd quarter 2016

**Complete:** Within two years

### Overview

Air base operations are essential to Air Force generating and projecting air power around the world. Whilst Air Force will modernise its aircraft fleet over the next ten years, little has been done to modernise and digitise air base operations capability. Air Force has yet to capitalise on new technology that would enhance support to sustained flying operations. This project will enhance the air base warfighting capability of fixed and expeditionary combat support elements by looking forward to 2025 to identify areas for improvement in current operations and processes.

### Elements to be Addressed or Considered

#### Command and Management

- Enhance or formalise the capability management function and processes for air bases.
- Develop personnel and systems which enable the agile lodgement, establishment and concurrent operation of expeditionary airfields in support of future platforms.

#### Major Systems

- Develop statements of operating intent for each air base type (airhead/major/small/mounting) to inform capability development.
- Enhance deployable and fixed perimeter security for expeditionary and fixed air bases.
- Develop/acquire distributed decision support tools for fixed and expeditionary combat support elements.
- Develop containerised and air transportable air base essential capabilities such as communications and life support.

- Digitise air movement systems, including passenger and cargo movement processing and the information sharing interface between combat support group air movement sections and the Air Mobility Coordination Centre.
- Develop and enhance expeditionary health and aeromedical evacuation capabilities.

#### Doctrine and Tactics, Techniques and Procedures

- Develop combat support practices consistent with operating counter-rocket, artillery and mortar capabilities and ground-based air defence from an operational air base.
- Define Air Force's requirements for evacuee data and incorporate into joint operations command planning with other Government agencies.
- Update security tactics, techniques and procedures to leverage innovation and new systems and to account for emergent threats in both the expeditionary and fixed air base environments.

## Project 9

# Implement an Air Force Collective Training Plan

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**Owner:** Director General Air Command Operations

**Commence:** 1st quarter 2016

**Complete:** Within two years

### Overview

Integrated operations demand a training strategy that regularly exercises the collective force. This project will deliver a strategy and the mechanisms necessary to regularly plan and train for missions and operations that rely on integration to deliver superior effects. In doing so, Air Force will be better prepared for the conduct of joint and coalition operations and exercises. It is recognised that Commander Joint Operations Command is responsible for joint collective training, and this project will ensure that Air Force collective training prepares forces to contribute to broader ADF and international activities. Delivery of this project will be synchronised with the projects to Enhance Air Force's Command, Control, Communications and Computers Capability and to Enhance Air Force's LVC and Ranges Capability.

### Elements to be Addressed or Considered

The project manager will deliver a collective training plan that recognises that joint collective training is necessary for the professional development of all Air Force commanders and operators. The collective training plan will include regular opportunities for joint collective training. In addition, the following specific issues will be addressed or considered.

#### Collective Training Activities

- Conduct collective training in a Contested Denied Operational environment.
- Ensure that electronic warfare and cyber planning, distributed command-and-control arrangements and combat-support capabilities are practiced regularly within the Program of ADF Activities.
- Conduct regular, force-level, tactical and operational training for anti-submarine

warfare, amphibious operations and air-land integration.

- Integrate Air Force combat support into the Program of ADF Activities.
- Integrate operational analysis and lessons learned processes into all collective training activities.
- Ensure integrated intelligence, surveillance and reconnaissance planning and operations are included in regular collective training activities.

#### Relationship Management

- In conjunction with Joint Operations Command, participate in collective training with the Department of Immigration and Border Protection, Department of Foreign Affairs and Trade and Australian Federal Police to refine requirements for whole-of-Government national security responses.

## *Project 10*

# Enhance Air Force's Live, Virtual and Constructive and Ranges Capability

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**Owner:** Commander Air Warfare Centre

**Commence:** 3rd quarter 2016

**Complete:** Within four years

### **Overview**

A 5th-generation force demands new methods for training, experimenting and conducting test and evaluation. Live, virtual and constructive capabilities combined with advanced test and training ranges offer an opportunity to conduct these activities in a more effective and efficient way. This project will ensure that live, virtual and constructive capabilities and ranges are managed to effectively facilitate force generation and sustainment. The project will also identify and progress live, virtual and constructive and range capability gaps that need to be remediated in order to realise a robust and enduring capability.

### **Elements to be Addressed or Considered**

#### **Command and Management**

- Formalise or enhance the capability management function and processes for the Air Force live, virtual and constructive and ranges capability.

#### **Major Systems**

- Establish an environment to support force-level training and experimentation.
- Provide live, virtual and constructive training capability in support of force-level integration.
- Provide ranges to support collective training in a Contested Denied Operational environment
- Provide access to ranges with high-end electronic warfare and cyber environments.

- Provide access to ranges to exercise network-enabled and stand-off weapons capabilities
- Integrate current and developing systems into a fully networked live, virtual and constructive environment to support collective Air Force, joint and coalition training.
- Design and develop the Air Force synthetic environment to support live, virtual and constructive training.



## *Project 11*

# **Integrate Logistics into the Battlespace**

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Owner: Director General Logistics – Air Force

Commence: 2nd quarter 2016

Complete: Within two years

### **Overview**

All Air Force elements and platforms rely on logistic support to prepare and conduct operations. With the introduction of new smaller fleets of aircraft, there is a trend towards disparate, specialised logistic support systems that integrate into bespoke global supply chains. This project will review the planned implementation of these systems, identify potential efficiencies and implement changes to ensure that logistic systems provide the necessary information to decision makers, support staff and warfighters alike.

### **Elements to be Addressed or Considered**

- Federate or link disparate maintenance management and supply chain planning and management systems.
- Provide applications to integrate logistics support requests and planning tools.
- Integrate logistic systems with operational command-and-control systems.
- Link global supply chains efficiently with extant Joint Logistics Command processes and systems.
- Improve management of common items across weapons systems.
- Optimise supply responses and delivery systems.
- Exercise logistics as part of joint collective training command-post exercises.

## Project 12

# Develop Capacity to Manage Air Force Security

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**Owner:** Director General Modernisation

**Commence:** 1st quarter 2016

**Complete:** Within two years

### Overview

Access to information and technology represents one of the primary areas of competitive advantage for Air Force. To maintain the competitive edge, Air Force must protect its personnel, platforms and information. To that end, security needs to become as much a part of Air Force culture as airworthiness and aviation safety, with a commensurate understanding of how risks can be managed in a way that facilitates operational outcomes. This project will establish a new agency responsible for the governance and management of security policy and reporting within Air Force. This agency will ensure that Air Force's security capability and culture is sound.

### Elements to be Addressed or Considered

#### Security Policy

- Establish personnel security clearance and briefing processes to support Air Force capability.
- Work with other Defence groups to establish and implement security rules for filtering of Top Secret data to Secret operating systems.
- Establish security rules to support immediate declassification/ release of data for information operations purposes.
- Establish security rules and processes to provide common operational picture and decision-support tools to other Government agencies personnel.
- Establish policies to support operation of highly classified technologies.

- Define the organisational construct and workforce skills required to manage Air Force security.

#### Major Security Systems and Activities

- Procure deployable Top Secret mission planning and support systems.
- Implement a cyberspace security awareness education program within Air Force to ensure cyberspace threats and vulnerabilities are understood and mitigated.

## Project 13

# Develop Air Force's Strategy-Driven Operating Model

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**Owner:** Director General Strategy and Planning

**Commence:** 4th quarter 2015

**Complete:** July 2018

### Overview

Air Force lacks a comprehensive strategy-driven operating model that guides the design, development and management of all elements of a modern, integrated and networked force. Air Force has historically focussed its efforts and resources on flying platforms and associated force element groups, often regarding other capabilities and enablers as of secondary and/or subordinate importance. While this approach has sufficed in the past, the transformational change that Air Force seeks under Plan *Jericho* requires a comprehensive design view of capability. As part of the changes introduced in response to the *First Principles Review*, the Air Force strategy-driven operating model will integrate with the Defence capability life cycle to ensure that Air Force responses to the demands of the strategic centre are future focussed and that efforts are aligned across all Air Force domains and interactions.

### Elements to be Addressed or Considered

This task is intended to design and develop a high-level Air Force operating model that includes the following key elements:

- A strategic planning framework that sets the strategic direction and goals for Air Force and synchronises with the force design and capability life cycle frameworks.
- Integration with the capability life cycle framework to deliver capability development and holistic capability management outcomes that encompass all fundamental inputs to capability.
- Corporate governance processes and structures that are clearly linked and relevant to the outcomes Air Force is required to deliver.

## Project 14

# Establish an Air Force Integrated Capability Management Process

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**Owner:** Deputy Air Commander Australia

**Commence:** 2nd quarter 2016

**Complete:** Complete, with outcomes incorporated into Air Force's capability life cycle processes.

### Overview

Integration and enabling capabilities are fundamental to the delivery of operational outcomes. Traditional capability management models have focussed on discrete platforms, with little consideration for cross-platform capabilities. Cross-platform capabilities fall into two groups: horizontal capabilities such as logistics support or information and communications technology on which all platforms rely; and, system-level capabilities such as tactical data links or integrated fire control systems that are only effective if they operate across multiple platform types. In an integrated force, the management of these capabilities is as vital as the more traditional capability management of aircraft. The changes introduced by the capability life cycle model will address many of the issues with cross-platform (including cross-service) capabilities. A functional model has been developed that will align Air Force's internal processes with the capability life cycle. The focus of this project will now be to identify those cross-platform capabilities that are critical to the delivery of air power, and to develop the internal business processes required to implement model.

### Elements to be Addressed or Considered

- Align Air Force's capability management processes with the capability life cycle model and the Air Force operating model.
- Identify horizontal and system-level capabilities that lack effective capability management oversight and provide input into the capability life cycle model to ensure these are effectively managed into the future.
- Develop Air Force's capability management and reporting framework to support these new requirements and responsibilities.
- Develop the Air Force business processes necessary for the implementation of the capability life cycle within Air Force.
- Redistribute capability management functions between Air Force Headquarters and Headquarters Air Command.
- Develop sufficient material to support ongoing workforce training.
- Promulgate the new capability management processes via a re-write of the *AAP-1105 Air Force Capability Management Manual*.



## Project 15

# Implement the Workforce Management Strategy

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**Owner:** Director General Personnel – Air Force

**Commence:** July 2016

**Complete:** Ongoing (specific deliverables as per *Jericho* Implementation Directive)

### Overview

This project builds on the Air Force Workforce Strategy and translates the Plan *Jericho* vision, capability requirements, and the *Defence White Paper 2016* requirements into a series of personnel system and people changes for the future force, noting the often lengthy lead times for transitioning and building the personnel element of capability. The personnel system needs to manage force generation, workforce and employment group adaptation; the management of talent, especially in critical warfighting skill areas; and the redesign of processes, practices and systems. The workforce needs to adapt to new operating environments and new capability systems, with different attributes in terms of skills and employment arrangements.

### Elements to be Addressed or Considered

- Align personnel and employment group transition plans and actions with the *Defence White Paper 2016*, the *Integrated Investment Plan*, the Air Force Strategy and the *Air Force Operating Concept 2027*.
- Reshape the Air Force workforce to meet the future force requirements, including defining the characteristics of the future organisational design, workforce design and staffing requirements.
- Articulate the forecast workforce demand from known future events, describe workforce resourcing requirements and quantify any workforce funding gaps, forecast workforce supply requirements, and determine and program interventions to ensure workforce supply.
- Develop employment group plans with prime focus on force generation and sustainment in conjunction with key stakeholders.
- Determine and present the workforce transition decisions that need to be made by Air Force senior leaders to achieve the future force, including risks, costs and opportunity costs of these decisions.
- Develop a functioning Air Force Total Workforce System (PAF, Reserve, APS and contractor) to support current, transitioning or new capabilities.
- Challenge, re-design and adapt personnel system practices that restrict Air Force's ability to deliver the 5th-generation force.
- Actively engage with related *Program of Work* owners to inform, support and enable their projects (notably the education and training project).

## Project 16

# Modernise Air Force's Education and Training System

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**Owner:** Commander Air Force Training Group

**Commence:** 3rd quarter 2016

**Complete:** Within three years

### Overview

Air Force's technological edge is decreasing, as complex weapons systems proliferate across the world, and non-state actors gain access to technology previously held only by military forces. Increasingly, Air Force's advantage will come from the quality and capability of the people it recruits and trains, not just from the technology to which it has access. The education and training system must develop people with innovative and inquiring minds, who can work as part of a disciplined team drawn from all services, the APS, industry and other Government agencies. Air Force must develop technical masters who understand the joint environment in which they operate, and are able to adapt to a fast-changing technological, tactical and strategic environment. Across all levels and specialisations, the education and training system should provide avenues for people to improve their leadership skills and their technical, combat and social mastery, through modern learning tools, methods and processes.

### Elements to be Addressed or Considered

- Develop a contemporary education and training system that meets the needs of the future force, as defined in the *Air Force Operating Concept 2027*.
- Balance investment in education and training across Air Force, to ensure personnel have the requisite skills for the future operating environment.
- Implement a professional development program that provides coherent technical, combat and social mastery development for all personnel across their whole career, and provides a baseline for further specialised training where necessary.
- Develop an advanced professional mastery program that complements the talent management program implemented by Director General Personnel, and prepares selected senior personnel for dedicated roles.
- Review the education and training governance structure and, if required, implement a structure that is more aligned to the Defence learning environment and Air Force's strategic operating model.
- Create strong partnerships across Air Force, Defence (especially the Australian Defence College) and external learning providers.
- Maximise training effectiveness and efficiency through the application of emerging ideas, tools and technologies.
- Work collaboratively with Director General Personnel, to include education and training as a deliberate consideration in the personnel system.

**Jericho Vision:**

To develop a future force that is agile and adaptive, fully immersed in the information age, and truly joint.

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