Program of Work
Transforming Air Force’s Combat Capability
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 Values:
Respect
Excellence
Agility
Dedication
Integrity
Teamwork
Foreword

The Royal Australian Air Force has an outstanding record of achievement across the spectrum of conflict from high-end warfighting to counter insurgency 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 Australian Defence Force.

To rise to this challenge, Air Force needs to extract every last bit of mission effectiveness from our capabilities by investing in our 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 force will be the difference between simply owning fifth generation aircraft and being a truly fifth generation Air Force. We will work collaboratively with Navy, Army, other Defence groups and our industry partners to ensure Air Force contributes seamlessly to, and enhances, joint operational outcomes.

Plan JERICHO is the key to delivering the future 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 us to maintain mastery of a changing air and space domain, whilst remaining responsive to whatever the future may bring. All of us in Air Force, the broader Defence organisation and industry will need to work together if we are to deliver this program. We look forward to the journey.

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

Air Vice-Marshal Gavin Turnbull
Air Commander Australia
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Introduction

The need for transformation

1. The introduction into service of a range of state-of-the-art surveillance, command and control and combat platforms, and the imminent arrival of the F-35 Joint Strike Fighter provide the catalyst to transform Air Force into a fifth generation fighting force. This force will deliver greater effect through shared awareness and integration with enabling capabilities.

2. In that context, we cannot simply continue to evolve the Air Force, we must transform it. We must examine all elements of our organisation to ensure that we know more, make better and swifter decisions and deliver more decisive effects than any potential adversaries.

3. At the same time, we must always understand that we serve the Government of the day and the national interests of all Australians. It is therefore our responsibility and duty to develop the most potent and agile force possible, providing Government with a range of flexible options to further our national interests in accordance with Government policy.

4. Plan JERICHO provides the strategic framework for Air Force’s transformation to a fifth generation integrated fighting force.

CAF Intent

5. In announcing Plan JERICHO in February 2015, the then Chief of Air Force [CAF] outlined his intent and guidance for the program as follows:

‘Plan JERICHO ... is about root and branch transformation. It will affect the way we train; the way we fight; and the way we sustain ourselves. We must transform our relationship with industry to ensure we procure and innovate in alignment with the breathtaking speed at which technological change is occurring in the information age.’

6. On assuming command of the Air Force in July 2015, the new Chief, Air Marshal Davies, issued his intent statement that included the following direction for Plan JERICHO:

‘I will continue to fully support the JERICHO journey of transformation, and during my tenure I will implement a program of work that incrementally moves us towards becoming an integrated fighting force. Air Force will establish an Air Warfare Centre. We will develop, test and update an Air Force concept of operations. We will develop and publish an appropriate suite of strategic planning documents, including an update to the Future Air and Space Operating Concept. We will further evolve and develop our cyberspace and space concepts.’
JERICHO Vision

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

Subordinate or Related Documents

8. The Air Force Concept of Operations 2025 (CONOPs), released on 1 July 2015, describes the way Air Force will fight in 2025. The CONOPs identifies potential gaps that might impede Air Force achieving the JERICHO vision.

9. An analysis of the gaps identified potential remediation options across the Fundamental Inputs to Capability (FIC).

The JERICHO Program of Work captures over 100 separate remediation options, which fall into 15 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).

10. The Program of Work is the means by which Plan JERICHO turns strategy into outcomes. Plan JERICHO priorities will be described through the Air Force Plan, capturing resource priorities over the forward estimate period with particular emphasis on the 12-month financial cycle. Priorities will be endorsed by the Chief of Air Force Advisory Committee (CAFAC).
JERICHO Principles

11. Plan JERICHO will provide the framework to deliver a more 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, a number of guiding principles will shape the implementation of Plan JERICHO.

12. **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.

13. **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 10 or 15 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 our 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.

14. **Combat Mission Focused.** Plan JERICHO is a change program that focuses squarely on improving our 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.
Transformation Themes

15. The following three transformation themes guided the development of Plan JERICHO.

   a. **Harness the combat potential of a fully integrated force.** The primary focus of Plan JERICHO is to maximise Air Force’s delivery of air and space power effects. As described in the CONOPs, force integration is essential to superior decision making and delivery of effects. Therefore, the JERICHO program will focus on the integration of Air Force capabilities within a broader joint and coalition context.

   b. **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.

   c. **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 the First Principles Review.
Plan JERICHO

16. 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.

17. 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, industry and strategic policy think tanks. Above all, it must value and grow its intellectual capital.

JERICHO Dawn

18. 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. A separate JERICHO DAWN Master Plan will describe the program in more detail and it is anticipated that this plan will transfer to the Air Warfare Centre in due course.

Bottom-Up Innovation

19. 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. However, 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 from within wings, squadrons, flights and sections which deliver tangible and enduring change. The JERICHO program team will track and report significant bottom-up initiatives as part of the overall JERICHO program. Tracking and reporting will leverage off extant information systems to minimise the reporting overhead for innovators.
Program of Work

20. The JERICHO Program of Work is focussed on remediating the gaps identified in the CONOPS. 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.

21. An Implementation Directive will be drafted 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.

22. The Program of Work projects are:

Project 1. Enhance the Air-Land Integration Capability
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 (C4) Capability
Project 5. Optimise Air Force Contribution and Access to the Common Operating Picture (COP)
Project 6. Grow the Air Force Cyber Capability
Project 7. Develop an Integrated Fire Control Capability
Project 8. Enhance Air Force’s Air Base War Fighting 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 15. Develop a Workforce Management Strategy
Enhance the Air-Land Integration Capability

Owner: Commander Air Mobility Group
Commence: To be determined after consultation with Army
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 (ISR), Electronic Warfare (EW) 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. Air Force will work with Army to progress an integrated air-land capability through experimentation, war-gaming and joint collective training. Air Force will consider the organisational structure required to sustain development of this capability into the future.

Elements to be addressed or considered
• Identify a capability champion for tactical level air-land integration.
• Engage with key Air Force stakeholders to review Air Force’s air-land integration organisational structures such as the Brigade Air Liaison Officer (BALO), Combat Control capability, Joint Terminal Attack Controller (JTAC) capability, the role of 4SGN and air base support.
• Acquire equipment to enhance air-land integration such as digital close air support technologies and radar beacons.
• In conjunction with the Maritime Operations Capability project owner, develop Air Force’s input into amphibious doctrine and tactics, techniques and procedures (TTPs).
• Develop Air Force input into air-land integration doctrine and TTPs.
• Develop and practice flexible airspace and air battle management processes across Army and Air Force.
• Implement ISR 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 consultation with Director General Air Command Operations, ensure that situational awareness data is shared between air and land platforms at the tactical and operational level.
Enhance Air Force’s Maritime Operations Capability

**Owner:** Commander Surveillance and Response Group  
**Commence:** To be determined after consultation with the Royal Australian Navy  
**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 (ATG). Air Force will work with the Navy to develop concepts through experimentation, war-gaming 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 TTPs.
- Develop Air Force input into broader air-maritime doctrine and TTPs.
- Ensure Air Force can contribute to the maritime operating picture in real time.
- In consultation 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 (CDO) environments.
- In consultation with the AWC, develop professional education and training in maritime strike for operators, planners and Commanders.
- In consultation with the AWC, develop professional education and training in anti-submarine warfare and amphibious operations for operators, planners and Commanders.
- Transition development of Air Force maritime doctrine and TTPs to the Air Warfare Centre when it has the capacity to do so.
Establish an Air Warfare Centre

Owner: Commander Aerospace Operational Support Group / Air Warfare Centre
Commence: Chief of Air Force Advisory Committee submission – August 2015
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 (US) and United Kingdom (UK) is inhibited by the lack of formal instruments by which we share 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.
- Coordinated and integrated tactics and procedures development across all Air Force platforms utilising live, virtual and/or constructive environments.
- Coordinated and integrated enabling functions across all force element groups.
- Coordination of Science and Technology (S&T) and Research and Development (R&D) support to operations across Air Force.
- Testing of 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.
- An optimised structure promoting the exchange of ideas across the ADF and interfacing with coalition partners.
- Provide protected / monitored access to Defence and coalition capability information, TTPs (including trial tactics) and cooperative development tasks.
Enhance Air Force’s C4 Capability

Owner: Director General Air Command Operations
Commence: Chief of Air Force Advisory Committee submission – 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 C4 capability must continue to evolve to support superior decision-making. The task will consider specific C4 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

C2 Modernisation and Distributed Decision Making
• Develop doctrine and TTPs reflecting endorsed concepts for Air Force command and control.
• Define Air Force’s requirements, and instigate projects, for distributed C2 applications and decision support tools across all capabilities from tactical to operational.
• Provide secure voice and data communications to airborne assets.
• Integrate C2 tools and communications systems aboard the Canberra class LHD to enhance air operations in support of amphibious operations.
• Provide secure internet protocol (IP) chat on all tactical C2 and ISR systems, airbase command posts and to the Tactical Air Control Party (TACP).
• 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 C2 construct.

Integration with Other Government Agencies (OGA) and Non-Government Organisations (NGO)
• Develop concepts and capabilities that integrate air operations planning, execution and decision support tools with OGAs and strategic agencies.
• Federate or link Air Force and OGA planning systems.
• Develop TTPs to incorporate Border Protection Command (BPC) and OGA/NGO activity into Air Force’s decision cycle.
• Develop processes that enable Air Force to provide unclassified communications systems (including devices and data management) to OGA/NGO during training and Humanitarian Aid and Disaster Relief (HADR) operations.
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 effect (NKE) battle damage assessment (BDA) processes.
- Develop the capacity to conduct gain/loss assessments for electronic warfare (EW) and cyber operations.
- Develop doctrine and TTPs reflecting endorsed concepts for spectrum management (friendly and adversary) including gain/loss assessments for EW and cyber.
- Develop doctrine and TTPs 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 (BLOS) communications capabilities outside current satellite communications (SATCOM) 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 Networks, Base Area Networks and Wide Area Networks to enable better network integration across the battle-space.
- Integrate ADF C4 networks with allied partner networks.
Optimise Air Force Contribution and Access to the Common Operating Picture

Owner: Director General Air Command Operations
Commence: Chief of Air Force Advisory Committee submission – 4th Quarter 2015
Complete: Within two years

Overview
The Common Operational Picture (COP) is used by key Joint decision-makers in the conduct of operations and operations planning. Air Force contributes to the COP through the development and dissemination of the Recognised Air Picture (RAP) and specific ISR capabilities. As networked operations become increasingly contested, Air Force needs to ensure that its contribution to the COP is as accurate and robust as possible. Similarly, it needs to ensure that the COP is available beyond the key C2 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 (ID) procedures across the Joint Force.
- Develop doctrine and TTPs reflecting endorsed concepts for compiling and fusing COP, including synchronising and integrating ISR and EW sensors, assets and associated strategic-to-tactical processing, exploitation and dissemination (PED) 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 COP and tactical data.
- Develop systems to assure the integrity of the Air Force contribution to the COP and identify when reductions in integrity are affecting the COP.

Major COP Systems and Activities
- Ensure all ADF and national sensors are able to contribute to the COP.
- Ensure that Defence all-source intelligence data is provided to the COP, including from PED nodes.
- Distribute the COP to Air Force decision nodes who need it.
- Develop networks to support the sharing of tactical data in real-time.
- Develop COP networks and tools to include visualisation of EW and cyber status and effects across the Joint Force.
- Develop the Jindalee Operational Radar Network (JORN) and space systems to provide automated cueing.
- Develop networks to distribute Air Force data to Navy, Army and BPC 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 ISR and EW sensors, assets and PED capabilities.
Grow the Air Force Cyber Capability

Owner: Director General Strategy and Planning
Commence: Chief of Air Force Advisory Committee submission – 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 further develop its extant cyberspace capability including the formal establishment of a capability management role. 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. This project must align with announcements made in the forthcoming White Paper.

Elements to be addressed or considered

Air Force Cyberspace Strategy
• Update the CAF Statement of Capability Intent for Cyberspace Operations.
• Develop the Cyberspace Capability Realisation Plan (CRP) to realise the CAF Statement of Capability Intent.

Cyberspace Capability Force Generation
• Align the Cyberspace CRP with the forthcoming White Paper 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.

  » Establishing a cyberspace capability planning and management role.

  » Enhancing acquisition and sustainment processes for weapon systems-related information systems.

  » Formalising 462SQN’s raise, train, sustain role.

  » Expanding 462SQN’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 (AFCIRT) to support Air Force network and system owners and managers.

  » Establishing a mission intelligence function that enables cyberspace defence and information assurance services.
Develop an Integrated Fire Control Capability

Owner: Commander Air Combat Group
Commence: Chief of Air Force Advisory Committee submission – 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
- Develop a roadmap for integrated fire control.
- Develop integrated fire control capabilities across all required Force Elements (FE).
- Build networks so that sensors can detect, identify and engage targets collaboratively across all FE.
- Develop doctrine and TTPs for the use of integrated fire control across Air Force.
- Develop doctrine and TTPs for the use of integrated fire control across the Joint Force.
- Transition development of integrated fire control doctrine, TTPs and experimentation to the Air Warfare Centre.
Enhance Air Force’s Air Base War Fighting Capability

Owner: Commander Combat Support Group
Commence: Chief of Air Force Advisory Committee submission – 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 war fighting capability of our 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 aero-medical 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 OGAs.
- Update security TTPs to leverage innovation and new systems and to account for emergent threats in both the expeditionary and fixed airbase environments.
Implement an Air Force Collective Training Plan

Owner: Director General Air Command Operations
Commence: Air Command Board submission – 1st Quarter 2016
Complete: Within Six Months

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 (CJOPS) 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 C4 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 CDO Environment.
- Ensure that EW and cyber planning, distributed C2 arrangements and combat support capabilities are practiced regularly within the Program of ADF Activities (PADFA).
- Conduct regular force level tactical and operational training for anti-submarine warfare (ASW), amphibious operations and air-land integration.
- Integrate Air Force combat support into the PADFA.
- Integrate operational analysis (OA) and lessons learned processes into all collective training activities.
- Ensure integrated ISR planning and operations are included in regular collective training activities.

Relationship Management
- In conjunction with Joint Operations Command (JOC), participate in collective training with the Department of Immigration and Border Protection (DIBP), Department of Foreign Affairs and Trade (DFAT), Australian Federal Police (AFP) to refine requirements for whole of Government national security responses.
Enhance Air Force’s Live, Virtual and Constructive and Ranges Capability

Owner: Commander Aerospace Operational Support Group / Air Warfare Centre
Commence: Chief of Air Force Advisory Committee submission – 3rd Quarter 2016
Complete: Within four years

Overview
A fifth generation force demands new methods for training, experimenting and conducting test and evaluation. LVC 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 LVC capabilities and ranges are managed to effectively facilitate force generation and sustainment. The project will also identify and progress LVC 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 LVC and Ranges capability.

Major Systems
- Establish an environment to support Force Level Training and Experimentation.
- Provide LVC training capability in support of force level integration.
- Provide ranges to support collective training in a CDO environment.
- Provide access to ranges with High-End EW and Cyber environments.
- Provide access to ranges to exercise network enabled and stand-off weapons (SOW) capabilities.
- Integrate current and developing systems into a fully networked LVC environment to support collective Air Force, Joint and Coalition training.
- Design and Develop the Air Force Synthetic Environment to support LVC training.
Integrate Logistics into the Battlespace

Owner: Director General Logistics – Air Force
Commence: Chief of Air Force Advisory Committee submission – 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 war fighters alike.

Elements to be addressed or considered

• The requirement to federate or link disparate maintenance management and supply chain planning and management systems.
• Provision of applications to integrate logistics support requests and planning tools.
• Integrate logistic systems with operational C2 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.
Develop Capacity to Manage Air Force Security

Owner: Director General Capability Planning
Commence: Chief of Air Force Advisory Committee submission – 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 (IO) purposes.
- Establish security rules and processes to provide COP and decision support tools to OGA 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.
Develop Air Force’s Strategy Driven Operating Model

Owner: Director General Strategy and Planning
Commence: Chief of Air Force Advisory Committee submission – 4th Quarter 2015
Complete: Within one year

Overview
Air Force lacks a comprehensive strategy-driven operating model that guides how we will design, develop and manage 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 (FEGs), 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 more comprehensive view of capability and an increased emphasis on areas such as strategic guidance, cross-FEG and enabling capabilities and effective governance.

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 broadly and the operating model specifically.
• an integrated capability development framework that includes all Fundamental Inputs to Capability.
• an integrated capability management framework that includes all Fundamental Inputs to Capability.
• a corporate governance process and structure that is clearly linked and relevant to the outcomes Air Force is required to deliver.
Establish an Air Force Integrated Capability Management Process

Owner: Deputy Air Commander Australia
Commence: Chief of Air Force Advisory Committee submission – 2nd Quarter 2016
Complete: Within two years

Overview
Integration and enabling capabilities are fundamental to the delivery of operational outcomes. Therefore, management of these capabilities is as vital as the more traditional capability management of aircraft. This project will work closely with the team developing Air Force’s strategy driven operating model to develop better ways of managing ‘horizontal’ capabilities that have traditionally been considered support or enabling functions. For example, this may include the establishing capability managers for capabilities such as Live, Virtual and Constructive, Electronic Warfare and Cyber. The project will also consider how Air Force should manage system-level capabilities, such as a cooperative engagement or emission geolocation capability.

Elements to be addressed or considered
- Review Air Force’s capability management process for the force in being and align with the Air Force Operating Model.
- Identify horizontal capabilities that lack effective capability management oversight. Recommend an appropriate Capability Manager and develop a schedule for development of a Capability System Management Plan in accordance with AAP1005 Air Force Capability Management Manual.
- Identify system-level capabilities that would benefit from capability management oversight. Recommend an appropriate Capability Manager and develop a schedule for development of a Capability System Management Plan in accordance with AAP1005 Air Force Capability Management Manual.
- Develop Air Force’s capability management and reporting framework to support these new requirements and responsibilities.
Develop a Workforce Management Strategy

Owner: Director General Personnel – Air Force
Commence: July 2015
Complete: Within one year

Overview
The workforce needs to adapt to the new operating environments and new capability systems. The workforce of 2025 may have different attributes in terms of skills, employment arrangements, and structure to the workforce of 2015. The Workforce Management Strategy and plans need to consider workforce and employment group adaptation; the management of talent, especially in critical warfighting skill areas; redesign of processes, practices and systems; and the development of an innovation culture.

Elements to be addressed or considered
• Align Air Force Workforce Strategic Plan with the Air Force CONOPS and this Program of Work.
• Develop a plan of workforce interventions or actions prioritised to the Air Force CONOPS, this Program of Work, and other Air Force requirements
• Provide advice to CAFAC on workforce prioritisation considering the total workforce demand.
• Explore the opportunities for alternative workforce design options inherent in the Total Workforce Model, including placement in industry and other organisations as part of professional development.
• Develop processes to identify, develop and educate the required specialists in operations, strategy development, C2 and capability acquisition.
• Refine reporting, promotion and appointment policy to reflect diversity of experience and excellence in joint roles and innovation as key promotion criteria.
• Develop Personnel Management Plans (including pay and individual readiness) for specialist employment groups.
• Formalise development pathways for Combat Support Commanders.
• Review education and training curricula and implement changes that foster innovation.
• As appropriate, implement modified or new employment group or workforce designs to meet the workforce requirements of 2025.
• Develop a system that optimises succession planning for key roles.
• Put in place a Talent Management Framework that enables identification and investment in high value and high potential people.
• Shape remuneration models to maximise organisational design flexibility and reward mechanisms.
• Explore lateral recruitment models for specialised skills and experience.
• Support workforce transition from legacy platforms.
**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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