

REPORT

Long-Term Integration of Expeditionary Airmen Concepts Into the Air Force



U.S. AIR FORCE

July 2005

Table of Contents

	Page
I. Executive Summary.....	3
II. Introduction	4
A. Expeditionary Airmen IPT Purpose	4
B. Assumptions	4
C. Methodology	4
III. Evolving Security Environment.....	5
IV. Expeditionary Air Force – Air Force Transformation	6
V. Expeditionary Airmen.....	7
VI. Culture and Life Cycle Model.....	10
A. Recruitment/Induction	12
B. Indoctrination.....	13
C. Training & Professional Military Education	14
D. Sustained Readiness.....	15
E. Expeditionary Readiness.....	16
F. Leadership	19
G. Communication.....	20
VII. Conclusion	21
Appendix A – Expeditionary Airmen IPT Participants	23
Appendix B – Summary of Recommendations	24
Appendix C – Wing Warrior Skills Training Plan.....	26
Appendix D – References	27

Executive Summary

Let me be perfectly clear – in our Air Force, every Airman is expeditionary, every Airman will know his or her place in the AEF system, and every Airman will be prepared to support the combatant commander, whether deployed, in CONUS via reach-back, or employed at home station.

—General John P. Jumper, United States Air Force Chief of Staff

The United States is a country at war and will face persistent conflict at home and abroad well into the future. As a global superpower, we confront an array of challenges spanning attempts to erode, paralyze, challenge or even capsize the nation’s power.

The Air Force transformation to an Expeditionary Air Force (EAF) was the first step to ensuring an efficient and effective force to meet these challenges head-on.

The next step for the Air Force is transforming each and every Airman to be *relevant in light of the changing security environment and ready with the proper expeditionary combat skills and remain relevant and ready throughout their career* with requisite expeditionary combat skills.

In order to accomplish this full Air Force expeditionary transformation, a culture change is required. This new “expeditionary culture” must be codified in the Airmen professional development processes and manifested across the entire life cycle of an Airman:

- Recruitment/Induction
- Indoctrination
- Training and Professional Military Education
- Sustained Readiness
- Expeditionary Readiness
- Leadership
- Communication

The Directorate of Security Forces and Force Protection (AF/XOS-F) hosted an Expeditionary Airmen Integrated Process Action Team (EA IPT) on 17-18 March 2005 in Washington, D.C., to examine the strategic-level actions to institutionalize Expeditionary Airmen development in the Air Force. Specifically, the IPT focused directly on “what” actions will be required and “who” should accomplish those actions, vice “how” to accomplish those actions. The EA IPT recommendations are integrated throughout this report. This document captures and expands on the work of that IPT.

Expeditionary AB – April 2015
15 Airmen in body armor, carrying CBRNE suits, deplane on a dirt strip. Two Airmen are hit—a civil engineer and a personnelist—SABC is second nature. Swift life-saving medical care is administered.

The Airmen’s actions over the next few hours are familiar and routine:

- Check weapons
- Prepare defensive positions
- Determine fields of fire
- Recon area for IEDs and UXOs
- String barbed wire perimeter
- Set up and harden tents
- Prepare for mortar attacks

Expeditionary Airmen...

...Relevant & Ready

II. Introduction

The Expeditionary Airmen initiative began with an Air Staff-coordinated White Paper, *Long-term Integration of Expeditionary Airmen Concepts into the Air Force*. This paper provided the initial framework for a cross-functional and cross-command review of the long-term institutional requirements needed to develop Expeditionary Airmen in the Air Force. The White Paper posited a strategic look as the most effective way to ensure the institutionalization of indoctrination, training, education, and sustained combat readiness of all Airmen over the course of their career. To facilitate this endeavor, Colonel Robert Holmes, AF/XOS-F, chartered an Expeditionary Airmen IPT to take a strategic, long-term view of the actions necessary to institutionalize Expeditionary Airmen development in the Air Force and to produce an accompanying report for the AF/XO.

A. Expeditionary Airmen IPT Purpose

The specific purpose of the Expeditionary Airmen IPT was to take a *strategic, long-term view* of the *actions* necessary to *institutionalize Expeditionary Airmen development* in the Air Force.

B. Assumptions

The White Paper and the Expeditionary Airmen IPT used the following assumptions:

- The vulnerability and desirability of attacking airfields is an established historical fact and is not anticipated to change.
- The lessons learned from Operations ENDURING FREEDOM and IRAQI FREEDOM continue to validate both history and the need for preparing Airmen for ground combat action.
- Future battle space will be replete with evolving asymmetric threats with no defined front line.
- Now and in the future, Airmen will require the ability to protect themselves, their teammates, and their base while continuing to generate the mission.
- The construct of a linear battlefield will most likely not exist for the foreseeable future unless the United States engages a “near peer” adversary.
- The Joint battlefield of the future will require the Air Force to take on nontraditional roles.

C. Methodology

This report was based on a deliberate methodology beginning with a review of the AF/XOS-F *Long-term Integration of Expeditionary Airmen Concepts into the Air Force* White Paper. More specifically, the report was accomplished using the following steps:

- Coordinated with Battlefield Airmen IPT lead, AF/XOOS, to synchronize efforts.
- Attended Expeditionary Combat Airmen IPT, led by AF/ILGF, to synchronize efforts.
- Researched and reviewed Air Force, Army, Navy, and Marine Corps expeditionary concepts, actions, and initiatives.
- Hosted/facilitated a 2-day Expeditionary Airmen IPT.
 - Participants represented: AF/XO/IL/DP/SG/RE, AFRC, ANG, CMSAF, HQ AETC, AU, CENTAF, and 37 TRW
 - Topics discussed:
 - Battlefield Airmen, Expeditionary Airmen, and Expeditionary Airmen definitions
 - Expeditionary Airmen combat skills
 - Top-level actions required to implement
 - Identification of stakeholders to approve actions
 - Barriers to accomplishing actions
 - Strategic categories to institutionalize Expeditionary Airmen development
 - Recommended next steps
- Reviewed Department of Defense strategic documents.
- Drafted Expeditionary Airmen Report.

The methodology to complete the *Report on Long-term Integration of Expeditionary Airmen Concepts into the Air Force* centered primarily on the work and outcomes of the Expeditionary Airmen IPT conducted from 17-18 March 2005. The top-level actions, or recommendations of the IPT, have been integrated in the appropriate sections throughout this report.

III. Evolving Security Environment

The September 11, 2001 terrorist attacks in New York City and Washington, D.C., changed forever the way Americans think about national security. For many, the attacks and the resulting Global War on Terrorism erased distinctions between fighting “over there” and the defense of the United States. The nation’s defense strategy and the concepts for employing military power will be affected for decades to come.

Today’s security environment is characterized by change and ambiguity. The future will be filled with a variety of challenges, including the risk of catastrophic attacks on symbolic and high-value homeland targets, and the possibility of disruptive technological breakthroughs by adversaries. The number and character of potential American adversaries are growing, as states and non-state actors acquire advanced technology and even weapons of mass effect for use in unconventional methods. There are near-term threats posed by ballistic and cruise missiles; chemical, biological, radiological, and nuclear weapons; computer network attacks; and other threats to critical American infrastructure.

America must also be prepared for unexpected, disruptive breakthroughs in technology that may undercut traditional military advantages. The likelihood of enemies attacking with conventional air, sea, and land forces is low, yet the Department of Defense can ill afford to disregard this possibility. As outlined in *The National Defense Strategy of The United States of America*, maintaining a strong defense able to address and overcome this wide range of challenges (see Figure 1 below) at home and abroad will define the military of the 21st century.

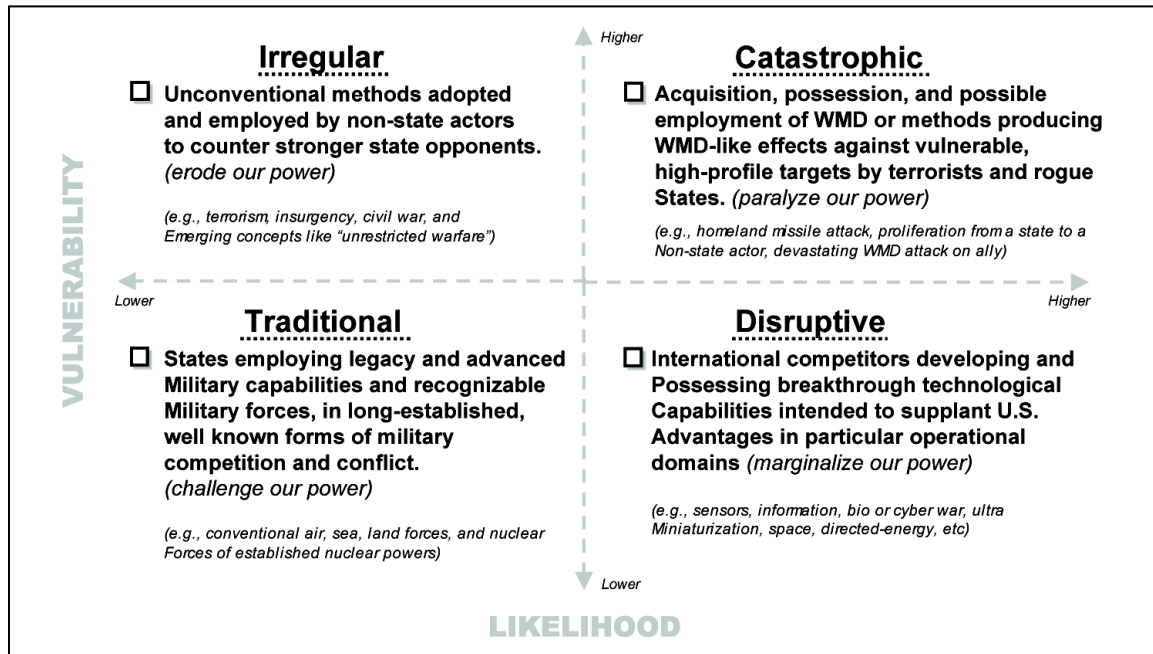


Figure 1 - Security Environment: Mature and Emerging Challenges

America today, and for the foreseeable future, is a nation at war. This is a prolonged period of conflict with great uncertainty about the nature and location of that conflict: asymmetric adversaries, transnational terrorists, non-linear battlefields and intense post-conflict operations—more complex than at any other time in the United States’ history. The size, scope, and complexity of the global battlespace have been redefined; thus, America needs ready and relevant, capability-based joint forces with sufficient depth and strength to sustain multiple, simultaneous operations both at home and abroad.

Adapting to this new evolving security environment is one of the Air Force’s principal missions—it actually began with the Expeditionary Air Force transformation in the mid 1990s—and it continues today.

IV. Expeditionary Air Force – Air Force Transformation

The expeditionary air and space force concept describes who we are today and where we’re going tomorrow.

—General John P. Jumper, United States Air Force Chief of Staff

In the mid 1990s, the Air Force began transforming to the expeditionary air and space force concept. Increased deployment requirements, a reduction in active duty end strength, and the accompanying desire to add predictability and stability in the lives of Airmen drove this effort. Today, these “post Cold War realities” are even further exacerbated. From 1989 to 2005, the following changes occurred:

- 45% less end strength – 657K to 358K
- 45% less stationed overseas – 107K to 59K
- 70% less overseas basing infrastructure – 50 to 15
- 400% increase in OCONUS operations tempo

These changes further highlight increased expeditionary requirements and a correspondingly more prevalent expeditionary operational environment for the Air Force.

Despite these changes, the Air Force must still be prepared to sustain global operations during a period of persistent conflict. To ensure the Air Force’s ability to efficiently provide and effectively present forces to the combatant commanders for the foreseeable future, the Air Force is undergoing the most profound restructuring in its history—fully transforming as an Expeditionary Air Force.

The Air and Space Expeditionary Force (AEF) is the fundamental construct transforming the Air Force from a threat-based, forward-deployed force designed to fight the Cold War to a smaller, capabilities-based force primarily located in the United States. The AEF construct outlines how the Air Force intends to organize, train, equip, and sustain forces to meet the national defense strategy requirements. Including the Active Duty, Air Force Reserve, and Air National Guard, the Air Force is divided into ten Total Force AEFs to support and sustain operations. Implementing the AEFs provides a more predictable deployment schedule, and a continuous supply of air and space forces for the combatant commander. When the transformation is complete, the result will be an operational Air Force that is more powerful, relevant, ready, and rapidly deployable.

Organizational changes and “post Cold War realities,” however, are by no means the beginning or the end of the Air Force expeditionary transformation effort. The fundamental building block of the Air Force expeditionary transformation...both the beginning and the end...is people—United States Air Force Airmen, to be specific.

V. Expeditionary Airmen

Let me be perfectly clear – in our Air Force, every Airman is expeditionary, every Airman will know his or her place in the AEF system, and every Airman will be prepared to support the combatant commander, whether deployed, in CONUS via reach-back, or employed at home station.

—General John P. Jumper, United States Air Force Chief of Staff

United States Air Force Airmen are a vital national resource. Only through the effective development of Airmen and the seamless integration of their capabilities into Air Force operations can the Air Force optimize air and space power. To ensure the Air Force's complete Expeditionary Air Force transformation, the Air Force must modify the processes by which it develops Airmen. That modification began with the Secretary of the Air Force designation of Battlefield Airmen (BA) in February 2004...and is continuing with all Airmen today. Battlefield Airmen encompass personnel in the following Air Force Specialty Codes (AFSCs):

- Tactical Air Control Party (TACP)
- Pararescuemen (PJ)/Combat Rescue Officers (CROs)
- Combat Controller (CCT)/Special Tactics Officers (STOs)
- Battlefield Weather (BW) Officers/Airmen

During a Battlefield Airmen Focus Session in October 2004, General John P. Jumper, the United States Air Force Chief of Staff, stated, "Other Airmen on the ground required Battlefield Airmen-like training as well." As a result, the Air Force has two parallel efforts ongoing, called "Expeditionary Combat Airmen" and "Expeditionary Airmen," to tackle this requirement. A view of the battlespace and associated risk (see Figure 2 below) is the easiest way to visualize these Airmen "categories":

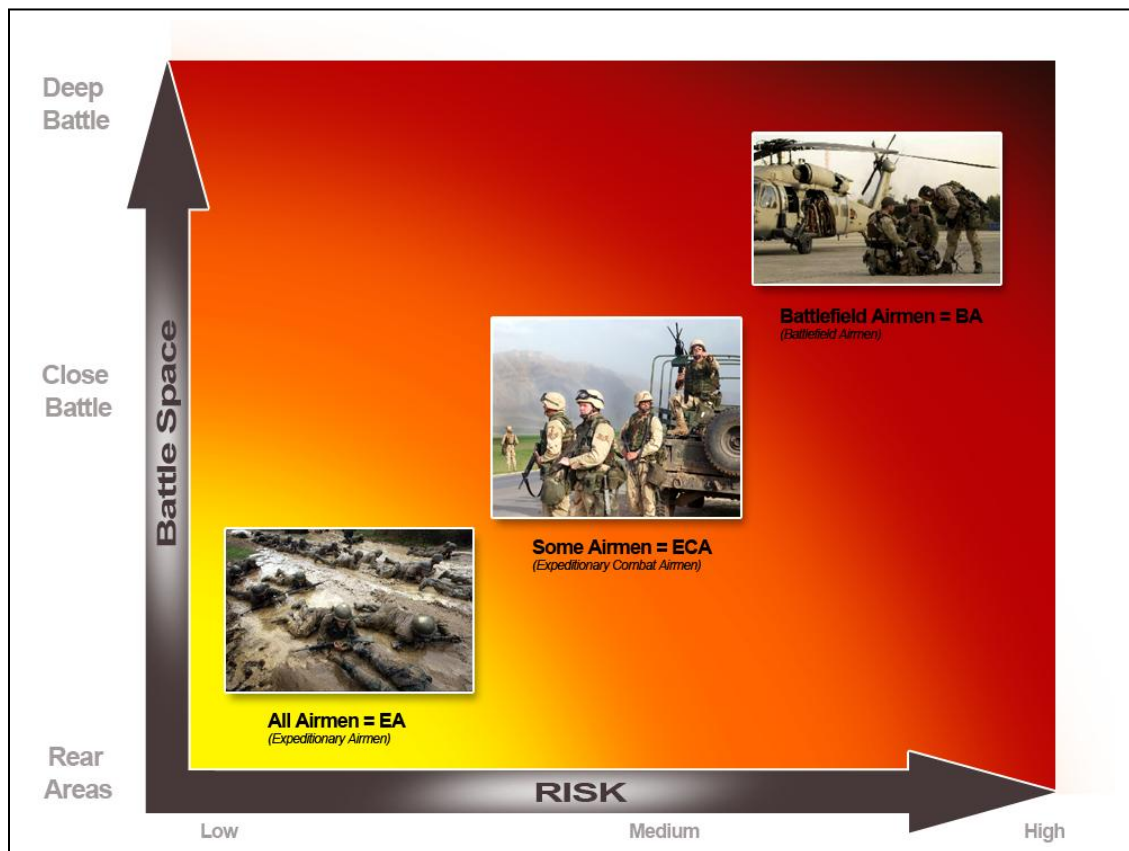
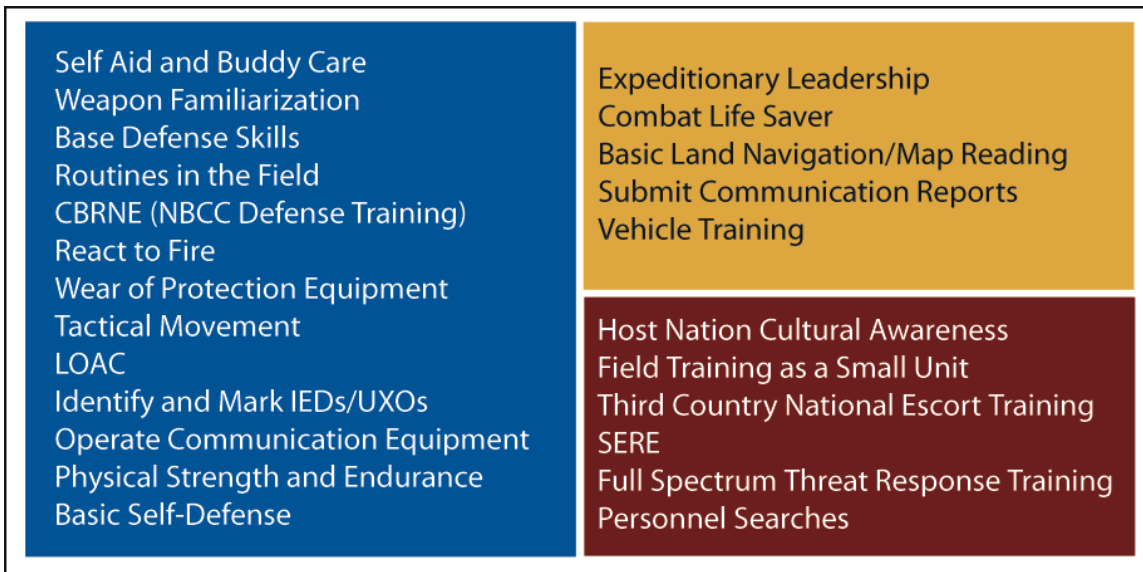


Figure 2 – Airmen: Battlespace and Risk Perspective

- For Battlefield Airmen (BA), in the upper right hand corner, the risk is highest. They generally operate in small teams to conduct deliberate operations “outside the fence” to control, assist, or enable airpower in the deep battlespace. Clearly, BA perform at the high end of the risk spectrum. BA receive a specialized set of combat skills to operate in this environment.
- Expeditionary Combat Airmen (ECA) can be expected to operate routinely in the close battlespace. Their efforts will be mostly defensive in nature. Included in ECA are certain AFSCs (i.e., Security Forces and OSI), some organizations like Air Support Operations Centers (ASOCs) and Contingency Response Groups (CRGs), and various Unit Type Codes (UTCs) (i.e., Transporters, Engineers, Medics) dependent upon the threat and mission at the deployed location. ECA “live inside the fence,” but regularly go “outside the fence” to perform their duties. The expeditionary combat skill set needed here is beyond that of Expeditionary Airmen, but not as significant and extensive as BA.
- Expeditionary Airmen (EA) are all Airmen, officers and enlisted alike. EA generally perform their duties within the base perimeter for the vast majority of their time. They can expect random fire and occasional mortar or rocket attacks. They need a basic set of expeditionary combat skills to survive. These are the skill sets that all Airmen will receive/require to survive and operate in today’s evolving security environment, whether at home base or deployed.

The designation by General Jumper of all Airmen, officers and enlisted personnel to include the Air National Guard and Air Force Reserve, as “Expeditionary Airmen” is profoundly significant. It is recognition that all Airmen need basic expeditionary combat skills as they will increasingly be in harm’s way as they deploy via AEFs. And as September 11, 2001 so graphically displayed, all Airmen will likewise increasingly be in harm’s way at their home base, even in the CONUS.

A primary outgrowth of this recognition is that Expeditionary Airmen require a defined set of expeditionary combat skills. The AF/XO-sponsored IPT addressed this issue. While there are several near-term concerns identified in Central Command Air Forces (CENTAF) Discrepancy Reports, AEF After Action Reports, the 2004 Capabilities Review and Risk Assessment, and Iraq Trip Reports, the IPT participants were cautioned to take a long-term, strategic view of the Expeditionary Airmen combat skills requirements. The EA IPT identified a range of skills as seen in Figure 3, below, for all Expeditionary Airmen.



(Note: Blue denotes most of IPT agreed, while yellow indicates some and red highlights the inputs from just a few of the IPT members.)

Figure 3 - EA IPT Identified Basic Expeditionary Combat Skills

While the IPT participants brainstormed a wide range of expeditionary combat skills that could be required in the future, a more thorough and structured review is required to pinpoint the exact requirements. For example, in addition to possible Survival, Evasion, Resistance and Escape (SERE) training, both Personnel Recovery (PR) and Code of Conduct (CoC) training should be considered.

EA IPT Recommendation #1: Determine the appropriate expeditionary combat skills and tactics required for Expeditionary Airmen in 2015. (OPR: AF/XO; OCRs: AF/IL, AF/SG, AF/DP, AF/RE, ANG, CMSAF, MAJCOMs)

The appropriate Expeditionary Airmen combat skills must be learned, understood, demonstrated, and practiced on a continual basis—across the life cycle of every Airman. These skills are part and parcel of the full Expeditionary Air Force transformation of the United States Air Force.

Accordingly to ensure the expeditionary transformation is complete, the Air Force must permanently change its culture and the processes by which it develops Airmen to be conducive to transformation and then adapt its organization to institutionalize its new culture.

VI. Culture and Life Cycle Model

Our Warriors are no longer limited to people who fly the airplanes... Our entire force is a warrior force. Being a warrior is not an AFSC (Air Force Specialty Code) It's a condition of the heart.

—General John P. Jumper, United States Air Force Chief of Staff

To adapt to organizational and force structure changes, and to the evolving security environment, the Air Force must establish new strategic goals that focus on personnel. One of these goals should include the internalization of Expeditionary Airmen concepts through professional development. Professional development for the Airman of the future includes instilling the expeditionary mindset and skill set across the Air Force to create a “culture” that encompasses an expeditionary mentality. This means that every Airman’s identity and role in the Air Force will undergo change. Essential to this change is the universal understanding that, *all* Airmen, regardless of functional training, are warriors who require expeditionary combat skills that enable them to survive, protect, and defend at home and abroad. Furthermore, the Air Force must (via its leadership) promote a climate where the expeditionary team spirit flourishes and a culture of “every Airman a warrior” is realized.

More importantly, this expeditionary transformation must become a normal part of the Air Force’s culture. The culture will become ingrained once it becomes “the way we do things” in the Air Force. Institutionalizing the culture change will require holistically incorporating the expeditionary mindset throughout every aspect of the force development process (see Figure 4 below). The fundamental goal of force development is to prepare Airmen to successfully survive, operate, and lead in the midst of dynamic situations while executing the full spectrum of Air Force missions. The Air Force must ensure Airmen are prepared, shaped, mentored, and fostered in the expeditionary culture, across an entire career of education, training, and experiences.

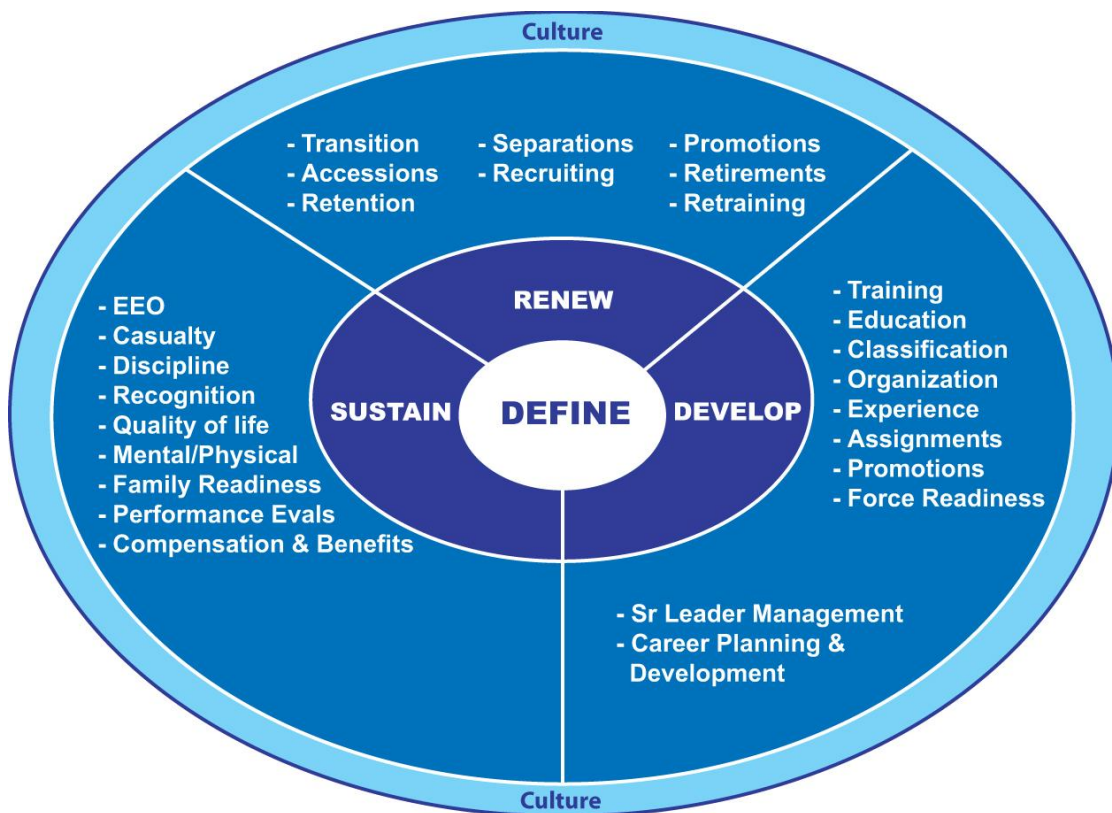


Figure 4 - Force Development Process

Basic expeditionary combat skills should be provided in every education and training venue. Figure 5, below, demonstrates the Expeditionary Airman education and training life cycle from induction to deployment. Expeditionary culture/concepts must be taught, reiterated, and refreshed for every Airman as they progress through their careers. While an Airman may be called upon at any point in their career to defend their home station or a deployed location, each education and training opportunity should reinforce and produce an Airman with the right expeditionary capabilities, at the right time in their career, to meet the requirements of the evolving security environment in which they operate.



Figure 5 - EA Education and Training Continuum

EA IPT Recommendation #2: Determine the deliberate steps to change the Air Force culture and produce Expeditionary Airmen with the requisite expeditionary combat skills via Airmen professional development. (OPR: AF/DP; OCRs: AF/XO, AF/IL, AF/SG, AF/RE, ANG, AETC)

Developing expeditionary combat skills by training and fostering an Expeditionary Airman understanding throughout an Airman’s career is not enough; Expeditionary Airman education must start before we assess the individual and continue through induction programs.

A. Recruitment/Induction

The Air Force Recruiting Service (AFRS) recruits quality men and women with the right aptitudes to sustain the combat capability of America’s Air Force. AFRS marketing materials educate young recruits on the Air Force as a career, military benefits, and the Air Force way of life.

While recruiting programs should continue to highlight Air Force education and career opportunities to make it the “Service of choice,” Air Force recruiting programs need to infuse a message that defines the expeditionary culture of the Air Force and the resultant “new expectations” of an Expeditionary Airman.

Some examples include: describing what the expeditionary Air Force culture is; how every Airman is a part of the AEF Team; and, how deployment responsibilities affect

them as Airmen. The Expeditionary Airmen culture must be reflected in all marketing materials and programs from brochures to web sites to advertisements.

Moreover, high school Junior ROTC programs should likewise be oriented to the Expeditionary Air Force and its expeditionary culture. Junior ROTC should be provided materials that explain what it means to be an Expeditionary Airman. The desires to be part of the Air Force team should be cultivated early and expectations about what it means to be part of that team should be clear from the start.

EA IPT Recommendation #3: AFRS needs to study the impact of the expeditionary culture and create a new recruiting strategy that supports the Expeditionary Airman construct. (OPRs: AF/DP, AFRS)

EA IPT Recommendation #4: Provide relevant Expeditionary Air Force materials to JROTC. (OPR: AF/DP)

The expeditionary principles introduced in recruitment/induction should be echoed throughout an Airman's career beginning with indoctrination training. This will be the first time an Airman has the opportunity to physically and mentally prepare to become expeditionary.

B. Indoctrination

Employing a "holistic," comprehensive, and career-spanning solution to provide our Airmen basic combat skills is not only timely in today's threat environment, but obligatory for the security of all Air Force Airmen we've been charged to protect.

—Maj Gen Marné Peterson, USAF, Director of Operations and Training

Indoctrination training or instruction is where the Airman's military career begins. Air Force indoctrination programs are designed to prepare Airmen mentally, physically, and emotionally for the challenges of Air Force life. Air Force indoctrination programs include the United States Air Force Academy, Officer Candidate Schools (Basic Officer Training (BOT) and Commissioned Officer training (COT) which includes the Medical Corps, Judge Advocate General, and Chaplains), Reserve Officer Training Courses (ROTC), and Basic Military Training (BMT).

Changes in the security environment outlined in the beginning of this report highlight the importance, urgency, and requirement for transforming to the Expeditionary Airmen mindset and inserting orientation-level expeditionary combat familiarization training in Air Force indoctrination programs. Instituting the expeditionary culture throughout all indoctrination programs is vital to a successful Air Force transformation.

Importantly, it requires stepping back and taking a holistic view, rather than merely adding or subtracting blocks of instruction.

EA IPT Recommendation #5: Ensure Expeditionary Airmen indoctrination is accomplished at all pre-commissioning and basic training locations. (OPRs: AF/DP, AETC, AU)

After indoctrination, the expeditionary culture must become an integral part of an Airman's professional development and reinforced along the Expeditionary Airmen Education and Training Continuum as shown in Figure 5 on page 12. For most Airmen, the first opportunity will be specialty training.

C. Training & Professional Military Education

All Airmen may find themselves operating in combat zones with some degree of risk, it's become apparent they also require some degree of combat skills in order to possess the Ability To Survive and Operate (ATSO) in the global battlespace.

—Maj Gen Marné Peterson, USAF, Director of Operations and Training

Training and professional military education (PME) are critical components of the force development process. Training, which includes specialty, continuation, and advanced aspects focuses on structured skill sets to acquire consistently proficient performance. PME refers to officer and enlisted professional continuing education programs such as Airman Leadership School, Aerospace Basic Course, Squadron Officer School, Non Commissioned Officer Academy, Air Command and Staff College, Senior Non Commissioned Officer Academy, Chief's Leadership Course, and Air War College.

Air Force training and PME provide a deliberate approach for developing skilled expertise and critical thinking at the tactical, operational, and strategic levels and are designed to influence an Airman's cultural awareness as a part of the Air Force team. While educators and trainers assiduously seek the current requirements of the combatant commanders and develop programs to meet those requirements, the Expeditionary Airmen ethos needs to be the foundation in order to provide a consistent and systematic promotion of the expeditionary Air Force culture. Changes in training and PME should not only emphasize changes in expected behaviors, but subtly point out the futility of entrenched functional/AFSC attitudes cultivated within specialties (i.e., not for the greater Air Force needs). And although in-residence training and education programs currently provide blocks of training on the AEF, successful expeditionary transformation in education and training hinges on implementing the cultural aspects of Expeditionary Airmen.

In the long term, in addition to in-residence courses, building and fielding Distance Learning courses will be vital to reach those who are not able to attend in-residence training and education due to mission commitments or availability limitations.

Training and PME are the baseline for changing the culture of the Air Force, and will be the cornerstone for reinforcing the Expeditionary Airmen mindset throughout an Airman's entire career.

(Note: EA IPT noted that the some of the recommendations in this report, as they apply to ANG/AFRC programs, may require changing applicable policy and laws. It is recommended that the ARC be represented as members on each future Expeditionary Airmen IPT and Sub-IPT.)

EA IPT Recommendation #6: Create a comprehensive plan to transform all facets of training and education to the Expeditionary Air Force culture. (OPR: AF Force Development Council; OCRs: AF/DP, AETC)

EA IPT Recommendation #7: Air National Guard and Air Force Reserve examine how to implement enhanced expeditionary training within existing training days programmed vis-à-vis an Expeditionary Air Force culture. (OPRs: AF/RE, AFRC, ANG; OCRs: AF/DP, AF/XO, AETC)

EA IPT Recommendation #8: Implement recommended changes to curriculum that reinforces the Expeditionary Air Force culture at all levels of PME (officer, enlisted, and civilian). (OPR: AU; OCR: AF/DP, AF Force Development Council, AU Curriculum Integration Teams, AETC)

Training and PME occur at time-phased intervals, appropriate to the individual's level of responsibility, experience, and grade and will provide the foundation for developing the Expeditionary Air Force culture and combat skills. But because many skills are perishable and must be continuously nurtured, programs at the wing-level will be necessary to sustain expeditionary combat skills.

D. Sustained Readiness

Continuous training, the essence of sustained readiness, is required for Expeditionary Airmen to be relevant (trained and educated on the right expeditionary combat skills) and ready (proficient at those expeditionary combat skills) on a daily basis—for today and tomorrow.

In light of the uncertainty and the challenges of the new security environment, the Air Force's overarching goal is to maintain relevant and ready Expeditionary Airmen with the requisite expeditionary combat skills to dominate across the full range of military operations. The Air Force must remain relevant to the challenges posed by the security environment through the organization and training of forces (Air and Space Expeditionary Forces), the innovation and adaptability of leaders (expeditionary leadership), and the design and practice of the institutional requirements (the right expeditionary combat skills). And the Air Force must remain ready (continual proficiency of expeditionary combat skills) to provide local commanders at home station and the combatant commanders around the globe with well-led, trained, and equipped forces to achieve the operational objectives.

To meet this imperative, the Air Force must change and evolve in terms of mindset, capability, effectiveness, efficiency, training, education, leadership, and overall culture for this new context in which it operates. The readiness and relevancy of Expeditionary Airmen should be the center piece for how the Air Force prepares for war.

To ensure a sustained readiness across the Air Force, measures must be determined to constantly evaluate the status of that readiness. The EA IPT discussed some possibilities to include: establishing wing Status of Resources and Training System (SORTS) C-ratings, quarterly field demonstrations of individual expeditionary combat skills (similar to flying currency requirements), and wing exercises focused on expeditionary combat skills demonstrations for individual Expeditionary Airmen. At a higher level, the Inspector General can incorporate expeditionary combat skills as part of pass-fail criteria during Operational Readiness Inspections and Unit Compliance Inspections.

EA IPT Recommendation #9: Determine a method to constantly and continuously ensure the currency and relevancy of expeditionary combat skills for Expeditionary Airmen at the wing-level. (OPR: AF/XO; OCRs: MAJCOMs, AEF Center)

EA IPT Recommendation #10: Revise current inspection criteria to appropriately evaluate expeditionary combat skills. (OPR: AF/IG; OCRs: AF/XO, MAJCOMs)

Clearly, sustained readiness is the foundation for expeditionary readiness.

E. Expeditionary Readiness

Expeditionary readiness refers to the availability of qualified (ready and relevant) Expeditionary Airmen capable of conducting expeditionary operations. This includes the ability to deploy and employ without unacceptable delay.

Today, the Air Force has linked expeditionary readiness to the AEF rotational cycle, as seen in the figure below.

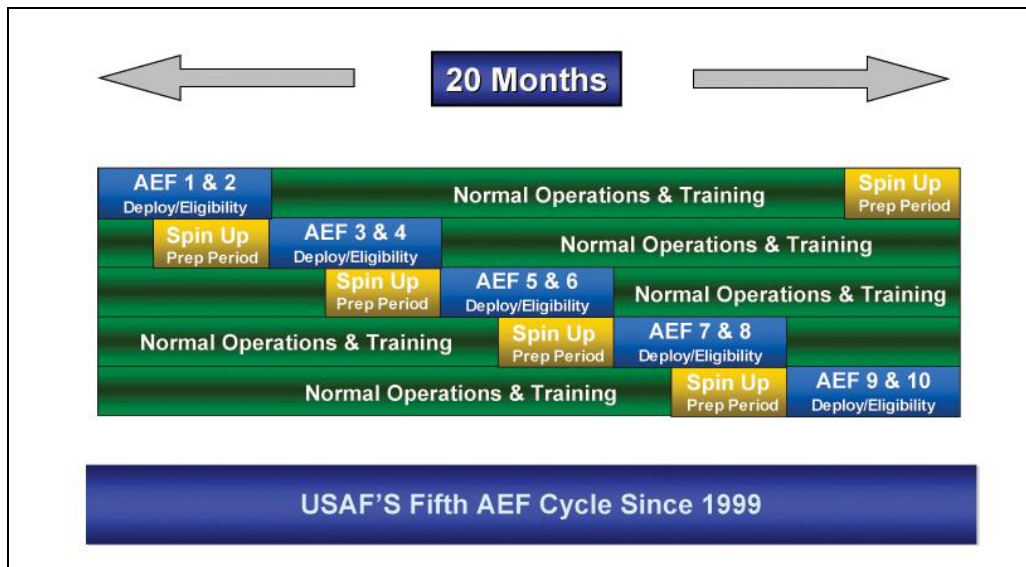


Figure 6 – AEF Rotation Cycle

The specific activities in each portion of the AEF rotation cycle include:

- Normal operations and training – Regain basic qualifications, advanced/joint training, Service exercises, composite force (RED FLAG) training.
- Spin-up and Preparation Period – AOR specific training, AEF certification, prepare for employment.
- Deploy/Eligibility – Employment and/or sustainment training.

Linking the AEF rotational cycle and spin up/prep periods has proven to be extremely effective for the flying or combat forces portion of the AEF; especially with actual AEF certification of expeditionary readiness by the AEF Center Blue or Silver Team.

However, the Air Force is addressing the expeditionary readiness for the combat support forces portion of the AEF in a slightly different manner, as seen in the figure below.

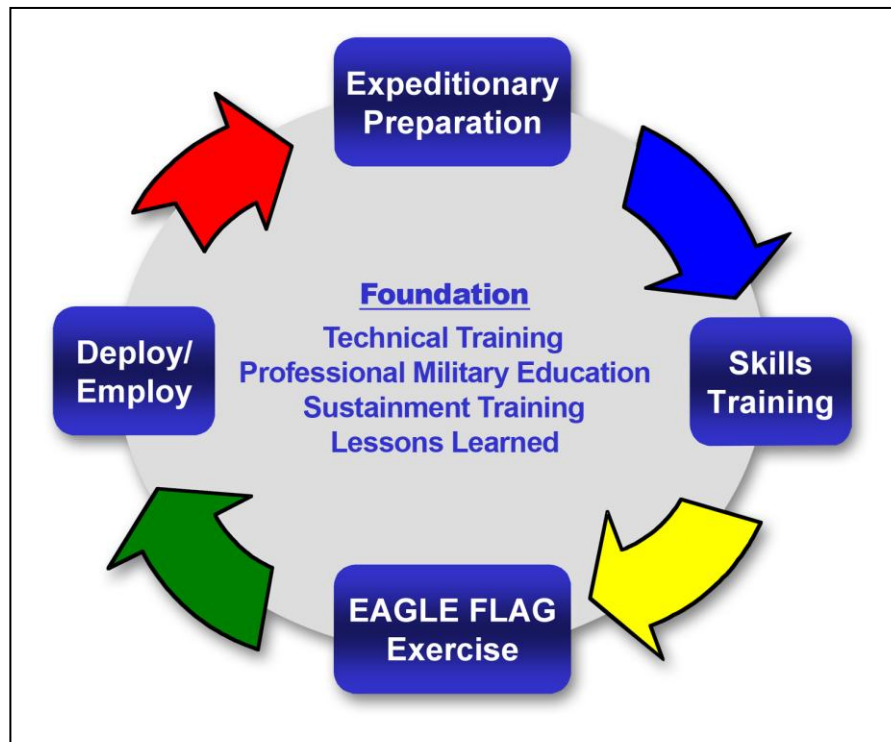


Figure 7 – Support Forces Expeditionary Readiness

The activities associated with each Support Forces Expeditionary Readiness step:

- Expeditionary Preparation – Law of Armed Conflict (LOAC), First-Aid, Chem-Bio Warfare defense, small arms, immunizations.
- Skills Training (Functional) – Engineers and Food Services at SILVER FLAG, and Security Forces at SILVER FLAG ALPHA.
- EAGLE FLAG Exercise – Leadership training, exercises open and establish capabilities, and “RED FLAG” for support command and control.
- Deploy/Employ – Employment or home station operations.

(Note: There is an overriding need for a Lessons Learned feedback loop to continually refresh to be fed back into this Expeditionary Readiness training.)

Unfortunately, expeditionary preparation is neither totally integrated as a complete Air Force unit (combat forces *with* all support forces) or “field certified.” (Certification of combat support forces comes via a statement from the appropriate wing commander.) Moreover, EAGLE FLAG is intended to be a *validation* of the training Airmen receive prior to deploying. It presupposes Airmen are getting the relevant Expeditionary Airmen combat skills and that they are ready or proficient at them. Unfortunately, home station

or wing programs are in some cases lacking, non-existent, or even based on the wrong objectives. Many programs are focused on expeditionary functional (AFSC-specific) skills, rather than general expeditionary combat skills. Today, the end result for many deploying support personnel or Expeditionary Airmen is that more is required.

In response, several wings have developed and are executing their own wing predeployment training courses. Beale AFB, for example, has a noteworthy program which includes 8 Core Skills:

- M-16 Handling
- Explosive Ordnance Reconnaissance Training
- Fighting Positions
- Hardening Procedures
- Bed down Procedures
- Convoy Procedures
- Sentry Duty
- Self Aid and Buddy Care (SABC)

Each and every Airman from Beale completes and is certified on this course prior to deploying. The course is conducted in a designated base exercise area. Training is accomplished in small groups in modules. Each Airman must demonstrate each core skill and subsequently receives an evaluation from a certified Exercise Evaluation Team member.

And as a result of the varied states of expeditionary readiness of Airmen coming to the CENTCOM AOR, CENTAF has prepared a course, Combat Right Start (30-page graphic and highly detailed procedural document) to meet the CENTCOM Combatant Commander basic requirements for entry to the theater. Major categories of the Combat Right Start Course include:

- Weapons Issue and Turn-in
- Clearing Barrel Procedures
- Use of Cover and Concealment
- Move Under Direct Fire
- Hasty Fighting Position
- Rifle Fighting Techniques
- Rules for the Use of Force

In summary, the Air Force has several disparate expeditionary readiness combat skills training courses on-going. As a Service, it is imperative as Maj Gen Peterson remarked, to provide all Airmen with the necessary basic expeditionary combat skills to survive and operate in today's evolving security environment.

EA IPT Recommendation #11: Determine the Air Force standard for a home station predeployment expeditionary readiness course. (OPR: AF/XO; OCRs: AF/IL, AF/SG, AF/RE, ANG, MAJCOMs)

(Note: The AF/DP email on Pre-deployment Training addressed this action item.)

EA IPT Recommendation #12: Determine the appropriate venue for the Air Force standard home station predeployment expeditionary readiness course: home station,

regional training centers, or central location. (OPR: AF/XO; OCRs: AF/RE, ANG, MAJCOMs)

EA IPT Recommendation #13: Conduct a review of Army, Navy, and Marine Corps expeditionary competencies to determine best practices. (OPR: AF/XO; OCR: AF/IL, AF/DP)

EA IPT Recommendation #14: Determine the annual/refresher timelines for the Air Reserve Component and Active Duty personnel. (OPRs: AF/XO, AF/IL, AF/RE, AFRC, ANG)

Expeditionary Airmen with relevant and ready expeditionary combat skills are absolutely essential for the combatant commanders. That said, effective expeditionary leadership is the primary and fundamental force to be effective in combat.

F. Leadership

The expeditionary Air Force requires leaders who can take warfighting to the highest possible level of success in support of our national security objectives. Those leaders can only be created through an iterative process of development involving education, training, and expeditionary operations seasoned with experience and ongoing mentoring by more experienced leaders.

—General John P. Jumper, United States Air Force Chief of Staff

Leadership is the art and science of influencing and directing people to accomplish assigned missions. Each of the three leadership levels (see Figure 8, from AFDD 1-1, below) in the Air Force is distinct from, but related to, the levels of warfare and requires a different mix of competencies and experience. Leadership at the tactical level is predominately face-to-face. As leaders progress to the operational level, leadership tasks become more complex and sophisticated. Strategic leaders have responsibility for large organizations and allocate resources and articulate strategic visions. The figure below shows how leadership competencies vary based on the particular level of leadership.

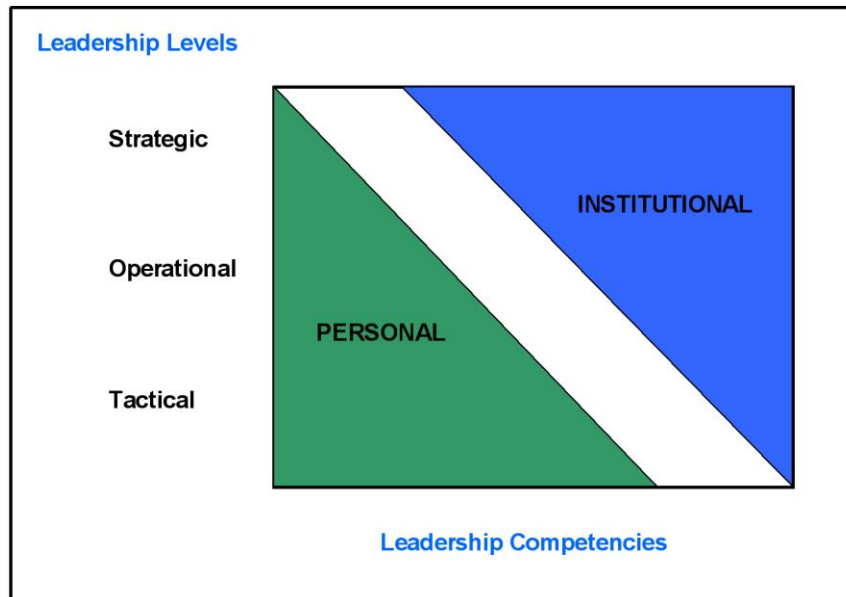


Figure 8 - Relationship of Leadership Levels and Competencies

EA IPT Recommendation #15: Identify and include Expeditionary Leadership competencies in AFDD 1-1 as a foundation for the Personal/People-Teams, and institutional competencies. (OPR: Air Force Doctrine Center; OCR: AF/XO)

A balance of training and education in Air University’s Center for Professional Development courses and MAJCOM wing, group, and squadron commander courses is required to prepare these different levels of leaders to perform their duties in the changing and evolving security environment. Training prepares leaders to operate in relatively certain conditions, focusing on “what to think.” Education prepares leaders to operate in uncertain expeditionary conditions, focusing more on “how to think.” The Air Force must develop rigorous, stressful training scenarios to appropriately prepare its three levels of leaders to be more comfortable while operating amidst uncertainty as an Expeditionary Air Force and in support of combatant commanders.

EA IPT Recommendation #16: Review the Center for Professional Development (CPD) commander courses for an expeditionary vice functional community focus. (OPR: AF Force Development Council; OCR: AU Command Curriculum Integration Teams)

EA IPT Recommendation #17: MAJCOMs partner with the AU “Command Curriculum Integration Team” to review and update curriculum offered by Air University schools and MAJCOM programs. (OPR: AU Command Curriculum Integration Teams; OCR: MAJCOMs)

Air Force (MAJCOMs and Air University) courses and programs must develop all three levels of leaders with the right mix of unit experiences, training, and education needed to adapt to the rigors and challenges of the new security environment. Training needs to be adjusted to reflect the expeditionary operating environments by incorporating the lessons learned (i.e., force protection, rules of engagement, risk assessment, expeditionary combat skills) from current operations.

Finally, the Air Force should ensure its leaders learn from veterans by implementing assignment guidelines to make the best use of experienced leadership experiences. The

most experienced officers and NCOs should return to operational units to apply their experiences in leading Air Force expeditionary forces.

Properly trained, educated, and experienced Air Force leaders at all levels will be the linchpin in changing the culture of the Air Force to an expeditionary mindset. They will be able to infuse the “expeditionary nature” across and throughout their units. To be most effective however, the senior leadership of the Air Force will need to develop effective internal and external communications plans.

G. Communication

Air Force corporate transformation can serve a useful purpose, even if it is understood by just a few Airmen. But the real power of institutional transformation is unleashed only when most of those involved in the organization have a common understanding of its purpose and direction. Internal and external communication can shape the common vision and culture to help Airmen see the right connections in their role as Expeditionary Airmen in support of the Expeditionary Air Force transformation.

A comprehensive communication plan is absolutely necessary and essential to the success of the full and complete Expeditionary Air Force transformation. The communication plan should use all existing channels to broadcast the transformation vision and culture (both internally and externally). For example, recruiting videos, Air Force brochures, newsletters, base papers, the Air Force Chief of Staff’s Sight Picture, community and leadership speeches, and web sites will serve as useful forums. The Expeditionary Air Force message, if clear, consistent, and repeated often will facilitate the required change in Air Force culture and foster an Expeditionary Airmen mentality within every Airman.

The measure of successful institutionalization of the Expeditionary Airmen concept is not in the development of the Air Force Public Affairs communication campaign, but happens when dozens of Airmen, supervisors, managers, and leaders look at all their daily activities through the lens of the EAF vision, walk the talk, and consciously become living symbols of the new expeditionary culture. A comprehensive Air Force communication campaign can facilitate this understanding and acculturation.

EA IPT Recommendation #18: Develop a comprehensive Expeditionary Air Force communication plan to reach internal and external audiences. (OPR: SAF/PA; OCRs: AF/XO, AF/DP)

VII. Conclusion

The evolving security environment is presenting a new and expanded set of complex challenges to the United States Air Force. Challenges in terms of what to expect as the Air Force operates at home and abroad; and challenges in terms of how to effectively and efficiently present relevant and ready Airmen and well-trained forces to the combatant commanders.

To address these parallel challenges, the Air Force is transforming its forces through the Air and Space Expeditionary Forces (AEFs) and looking to transform its Airmen to Expeditionary Airmen (EA). To be truly effective, these two interlinked transformation

efforts must be institutionalized for the long term in both the culture and Airmen professional development processes. Today, the AEF process is on-going and maturing. The EA process, on the other hand, needs to begin with a holistic approach across the entire Airmen professional development process. This will require a complete transformation of the very foundation and culture in the Air Force from recruiting to retirement. It will require the commitment of Air Force leadership and resources at all levels—and a vision to be effectively communicated throughout all levels and in all forums. In the end, this complete “expeditionary” transformation will enhance the Air Force’s capabilities today, while ensuring preparedness for tomorrow.

Part and parcel of this transformation is a requirement to oversee this transformation process. Just as the Air Staff stood up an office early in the AEF development process, the EA concept needs similar resources, focus, and oversight. This transformation will touch every aspect of the Air Force and as the numerous recommendations indicate, the very foundation of today’s Total Force will need to be re-examined and changed. The Expeditionary Airmen IPT was a strong first effort, but the complete Expeditionary Airmen transformation has a long way to go.

EA IPT Recommendation #19: Identify an Office of Primary Responsibility to establish sub-IPTs, track, and follow-up on the IPT recommendations. (OPRs: AF/XO, AF/IL; OCRs: AF/DP, AF/RE, ANG)

Note: The Air National Guard and the Air Force Reserve must be completely integrated with this initiative...the ARC component has unique training and resourcing requirements which must be addressed.

Note: Air Force civilians need to be considered as they frequently deploy.

Appendix A – Expeditionary Airmen IPT Participants

Colonel John McBrien, AF/XO, IPT Chairman
Colonel William Bassett, AF/XO
Colonel Mark Brinson, AF/RE
Colonel Dawn Hodge, AF/IL
Colonel Scott Johnson, AU
Colonel Jeffrey Leprone, AF/IL
Colonel Brad Spacy, CENTAF
Colonel John Wakefield, ANG
Lieutenant Colonel Frank Freeman, AF/IL
Lieutenant Colonel Rebecca Gober, AF/SG
Lieutenant Colonel David Marttala, AETC
Lieutenant Colonel Lisa Moshier, AF/DP
Lieutenant Colonel Brady Reitz, AF/XO
Lieutenant Colonel Brian Yoo, AF/IL
Major Lynn de Haan, AF/RE
Major Christopher Nick, AFRC
Major Richard Segedi, AF/RE
Captain John McElroy, AETC
Chief Master Sergeant Charles Cole, AF/SG
Chief Master Sergeant Kevin Lynn, AU
Senior Master Sergeant Ronnie Murphy, CMSAF
Mr. Bill Grozdanich, 37 TRW
Mr. Dempsey Morgan, AF/DP
Mr. Gregory Parton, AF/DP

Appendix B – Summary of Recommendations

EA IPT Recommendation #1: Determine the appropriate expeditionary combat skills and tactics required for Expeditionary Airmen in 2015. (OPR: AF/XO; OCRs: AF/IL, AF/SG, AF/RE, AF/DP, ANG, CMSAF, MAJCOMs)

EA IPT Recommendation #2: Determine the deliberate steps to change the Air Force culture and produce Expeditionary Airmen with the requisite expeditionary combat skills via Airmen Professional Development. (OPR: AF/DP; OCRs: AF/XO, AF/IL, AF/SG, AF/RE, ANG, AETC)

EA IPT Recommendation #3: AFRS needs to study the impact of the expeditionary culture and create a new recruiting strategy that supports the Expeditionary Airmen construct. (OPRs: AF/DP, AFRS)

EA IPT Recommendation #4: Provide relevant Expeditionary Air Force materials JROTC. (OPR: AF/DP)

EA IPT Recommendation #5: Ensure Expeditionary Airmen indoctrination is accomplished at all pre-commissioning and basic training locations. (OPRs: AF/DP, AETC, AU)

EA IPT Recommendation #6: Create a comprehensive plan to transform all facets of training and education to the Expeditionary Air Force culture. (OPR: AF Force Development Council; OCRs: AF/DP, AETC)

EA IPT Recommendation #7: Air National Guard and Air Force Reserve examine how to implement enhanced expeditionary training within existing training days programmed vis-à-vis an Expeditionary Air Force culture. (OPRs: AF/RE, ANG, AFRC; OCRs: AF/DP, AF/XO, AETC)

EA IPT Recommendation #8: Implement recommended changes to curriculum that reinforces the Expeditionary Air Force culture at all levels of PME (officer, enlisted, and civilian). (OPR: AU; OCR: AF/DP, AF Force Development Council, AU Curriculum Integration Teams, AETC)

EA IPT Recommendation #9: Determine a method to constantly and continuously ensure the currency and relevancy of expeditionary combat skills for Expeditionary Airmen at the wing-level. (OPR: AF/XO; OCRs: MAJCOMs, AEF Center)

EA IPT Recommendation #10: Revise current inspection criteria to appropriately evaluate expeditionary combat skills. (OPR: AF/IG; OCRs: AF/XO, MAJCOMs)

EA IPT Recommendation #11: Determine the Air Force standard for a home station predeployment expeditionary readiness course. (OPR: AF/XO; OCRs: AF/IL, AF/SG, AF/RE, ANG, MAJCOMs)

Appendix B – Summary of Recommendations (Continued)

EA IPT Recommendation #12: Determine the appropriate venue for the Air Force standard home station predeployment expeditionary readiness course: home station, regional training centers, or central location. (OPR: AF/XO; OCRs: AF/RE, ANG, MAJCOMs)

EA IPT Recommendation #13: Conduct a review of Army, Navy, and Marine Corps expeditionary competencies to determine best practices. (OPR: AF/XO)

EA IPT Recommendation #14: Determine the annual/refresher timelines for the Air Reserve Component and Active Duty personnel. (OPRs: AF/XO, AF/RE, AFRC, ANG)

EA IPT Recommendation #15: Identify and include Expeditionary Leadership competencies in AFDD 1-1 as a foundation for the Personal/People-Teams, and institutional competencies. (OPR: Air Force Doctrine Center; OCR: AF/XO)

EA IPT Recommendation #16: Review the Center for Professional Development (CPD) commander courses for an expeditionary vice functional community focus. (OPR: AF Force Development Council; OCR: AU Command Curriculum Integration Teams)

EA IPT Recommendation #17: MAJCOMs partner with the AU “Command Curriculum Integration Team” to review and update curriculum offered by Air University schools and MAJCOM programs. (OPR: AU Command Curriculum Integration Teams; OCR: MAJCOMs)

EA IPT Recommendation #18: Develop a comprehensive Expeditionary Air Force communication plan to reach internal and external audiences. (OPR: SAF/PA; OCRs: AF/XO, AF/DP)

EA IPT Recommendation #19: Identify an Office of Primary Responsibility to establish sub-IPTs, track, and follow-up on the IPT recommendations. (OPRs: AF/XO, AF/IL; OCRs: AF/DP, AF/RE, ANG)

Appendix C – Wing Warrior Skills Training Plan

Wing Warrior Skills Training Plan (19 Hours)

- **Weapons Issue** **.5 hour**
- **Load Bearing Equipment (LBE)/Armor** **1.0 hour**
- **Use of Force** **2.0 hours**
- **Combat Skills** **4.0 hours**
- **Rifle Fighting** **.5 hour**
- **Fighting Position** **.5 hour**
- **Air Base Defense** **1.0 hour**
- **Field Exercise** **8.0 hours**
- **Maintain M-16** **1.5 hours**

Note: Emergent Expeditionary Airmen IPT Activity...Predeployment Training Plan. This is a combination of AETC and other MAJCOM developed programs and CENTAF's Combat Right Start. Lt Gen Brady, AF/DP, sent an email to the MAJCOMs with this training plan as guidance: 3 May 2005, Subject: Pre-Deployment Training: Expeditionary Combat Skills Training.

Appendix D – References

The National Defense Strategy of The United States of America, March 2005

The National Military Strategy of the United States of America, A Strategy for Today; A Vision for Tomorrow, 2004

Air Force Doctrine Document 1-1, *Leadership and Force Development*, 18 February 2004

Air Force Doctrine Document 2-4, *Combat Support*, 22 November 1999

Air Force Manual 10-100, *Airman's Manual*, 1 June 2004

The U.S. Air Force Transformation Flight Plan, 2004

2004 Capabilities Review and Risk Assessment, November 2004

CSAF Sight Picture: Adapting the AEF—Longer Deployments, More Forces, June 2004, General John P. Jumper, AF/CC

White Paper, *Long-term Integration of Expeditionary Airmen Concepts into the Air Force*, undated, AF/XOS-F

US Air & Space Expeditionary Force (AEF) Briefing, undated, Mr. Joel Peterson, AF/XOXA

Battlefield Airmen & Expeditionary Combat Airmen Initiatives Update Briefing, undated, Maj Gen Peterson, AF/XOO

Long-term Integration of Expeditionary Airmen Concepts into the Air Force Briefing, undated, Brig Gen (S) Holmes, AF/XOS-F

BMT Transformation Briefing, 17 Mar 2005, Lt Col Marttala, AETC/DOOC

SABC Way Ahead Briefing, undated, CMSgt Cole, ACC/SGN

CENTAF *Combat Right Start Student Study Guide*, Undated

Battlefield Airman Training Pamphlet, undated, Beale AFB, CA

Kotter, John P., Leading Change, Harvard Business School Press, Boston, MA, 1996

Email, AF/DP to MAJCOMs, 3 May 2005, Subject: Pre-Deployment Training: Expeditionary Airmen Combat Skills Training