



Plan Jericho – our approach to dynamic strategy led transformation

# Transforming the Royal Australian Air Force by Design

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# Scope

- Plan Jericho **WHY** - The Challenge
- Plan Jericho **HOW** – 5<sup>th</sup> Gen AF Strategy led transformation framework
- Plan Jericho **WHAT** - An example to end with - What does a sophisticated AF Cyber Physical System look like in 2030?

# The Jericho **WHY**

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# Why We Must Transform

Our Air Force is required to prepare for and respond to a rapidly changing strategic environment and increasing uncertainty.

We must leverage our incoming capabilities to maximise advantage and create a force that can look for and exploit innovative ways of staying ahead of our adversaries.

We must partner with Industry and Academia as a critical element of FIC.



# The Jericho **HOW**

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# The 5<sup>th</sup> Generation Transformation Framework

The Air Force Strategy 2017-2027 outlines five vectors for change so that the Royal Australian Air Force will become a fifth generation Air Force. These vectors underpin the transformation framework.

## AF Change Vectors

### Joint Warfighting Capability

Integrate Air Force's new and existing capabilities to ensure Air Force operates effectively with other Services, Groups and relevant Government agencies; forms a coherent part of the ADF's joint order of battle; and is organisationally prepared for future changes in the delivery of air power.

### People Capability

Develop a fifth-generation workforce that can quickly and effectively adapt to rapid technological and operational change and exploit the opportunities presented by Australia's changing workforce demographics.

### Communications & Information Systems

Ensure Air Force's current and future communication systems enable integrated operations with the ADF, our allies and partners, and possess resilience and redundancy for operations in degraded and contested environments.

### Infrastructure

Upgrade Air Force's fixed and mobile infrastructure to ensure Air Force's bases are hardened, resilient, flexible and readily adaptable to future air power capabilities and requirements.

### International Engagement

Adapt Air Force's international engagement program to Defence's broader international engagement policy goals to ensure Air Force's personnel, exercises and exchanges shape and are informed by Defence's international engagement agenda to support Australia's extant military posture.

# RAAF – The 5<sup>th</sup> Generation Air Force

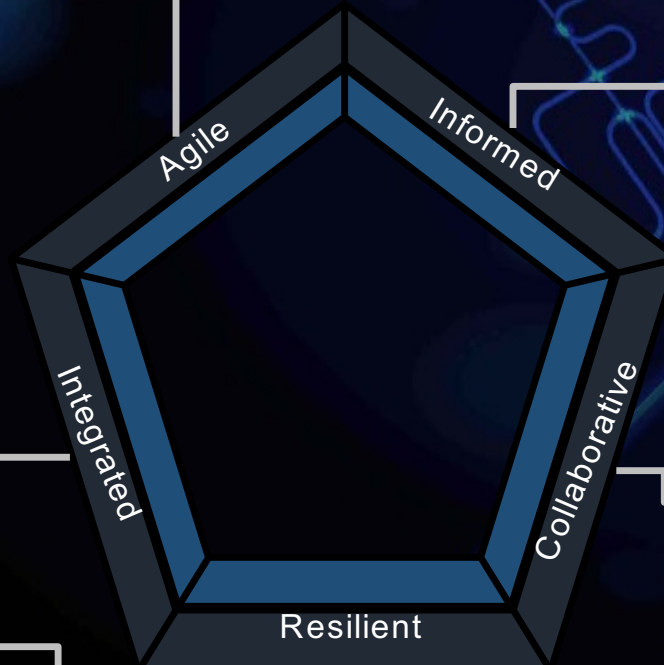
The Royal Australian Air Force will become the world's first 5<sup>th</sup> Generation Air Force driven by our need to fully exploit the potential of 5<sup>th</sup> generation technology in increasingly volatile, complex and uncertain environments.

The attributes below describe a 5<sup>th</sup> Generation Air Force. To become a 5<sup>th</sup> Generation Air Force, RAAF must develop these attributes across all areas of our organisation including, but not limited to workforce, infrastructure, training and education, logistics, capability management / development, engagement and operations.

A 5<sup>th</sup> Generation Air Force will quickly and easily adjust and adapt to exploit emerging opportunities and maintain warfighting advantage in dynamic and uncertain environments.

A 5<sup>th</sup> Generation Air Force maximises effectiveness through deliberate integration of capabilities regardless of platform generation. Capability development and operations embrace integration-by-design to enable rapid and seamless application of air power as part of a coherent joint force.

5<sup>th</sup> Generation Air Force people, processes and systems maintain coherence and competitiveness, despite shocks, in order to continue functioning effectively and maintain options to win in complex, contested and congested environments.



A 5<sup>th</sup> Generation Air Force has both masters of the broad profession of arms and specific technical specialists that maximise contribution to the joint force. It maintains multi-domain decision superiority by fighting for and with information dominance across all areas of the organisation.

A 5<sup>th</sup> Generation Air Force will leverage our technical networks, organisational partnerships and social relationships to exploit diverse capabilities and perspectives. It collaborates to develop solutions to complex problems that deliver capability advantages.

**Becoming the World's first 5<sup>th</sup> Generation Air Force is a bold ambition and our transformation will require bold leadership. We will know we are being bold when we: innovate beyond the plan, think ahead of current paradigms and build an air force that can contribute to win, whatever the situation.**

# Accelerating the transition to a 5<sup>th</sup> Generation Air Force

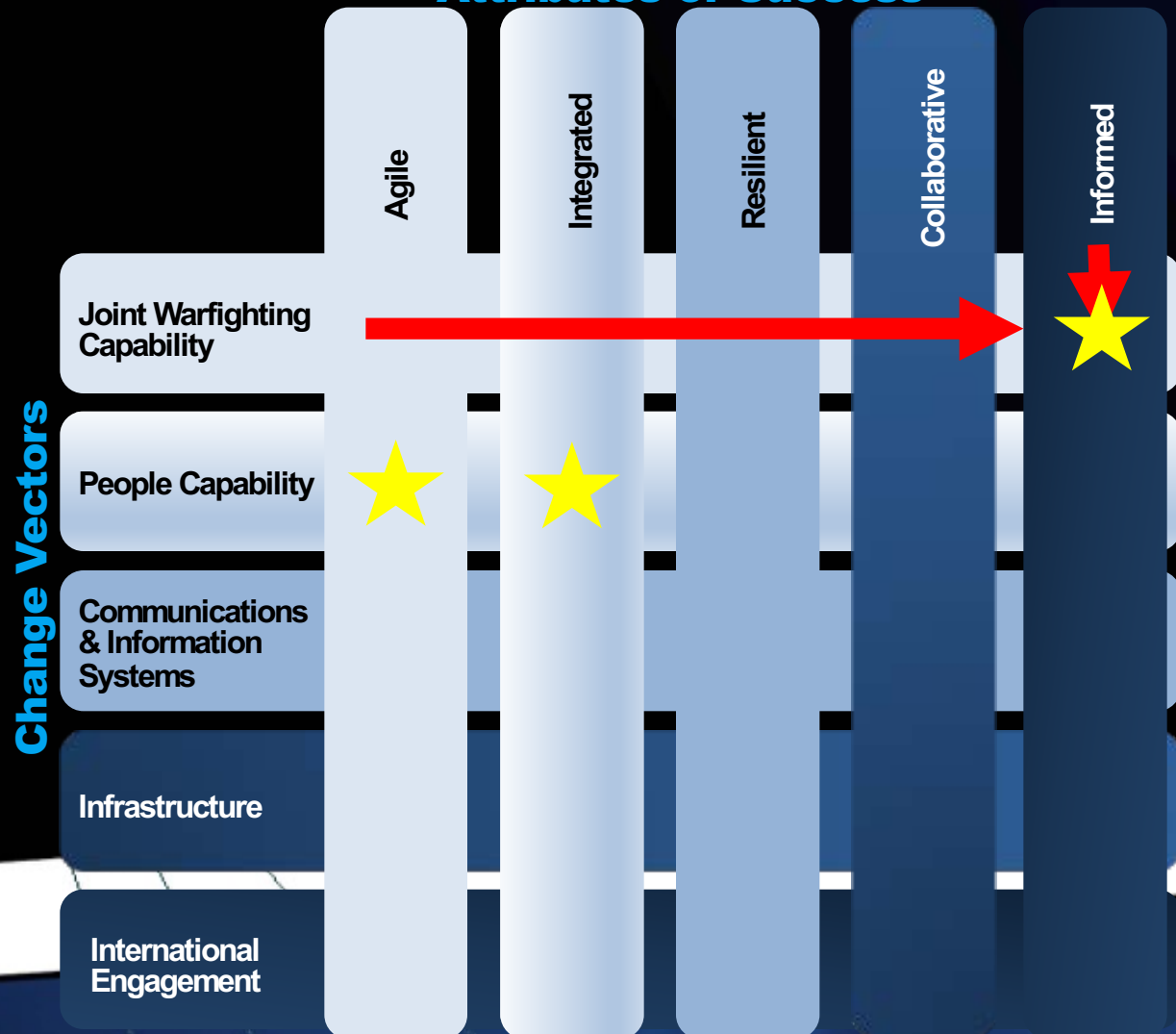
CAF Vision: The Royal Australian Air Force will become the world's first 5th Generation Air Force.

- A 5th Generation Air Force will be:**
- **AGILE** - Quickly and easily adjust and adapt to exploit emerging opportunities.
  - **INTEGRATED** - Maximises effectiveness through deliberate integration of capabilities
  - **RESILIENT** - Processes and systems maintain coherence and competitiveness, despite shocks
  - **INFORMED** - Masters the broad profession of arms and specific technical specialists that maximise contribution to the joint force
  - **COLLABORATIVE** - Leverages our technical networks, organisational partnerships and social relationships to exploit diverse capabilities

- The Air Force Strategy 2017-2027 outlines five vectors that underpin the transformation framework.
- **Joint Warfighting Capability**
  - **People Capability**
  - **Communications and Information Systems**
  - **Infrastructure**
  - **International Engagement**

## “Hotspots” for focus

### Attributes of Success



## Pathway to success

### Current effort

Technology demonstration and prototyping

People supply and demand

Agile People Systems

### Future focus areas

How can emerging technology increase capability effectiveness to provide advantage to mission decision makers?

How do we have an integrated total workforce approach to supply and demand?

How can we develop an agile system of systems that allow us to meet capability outcomes?

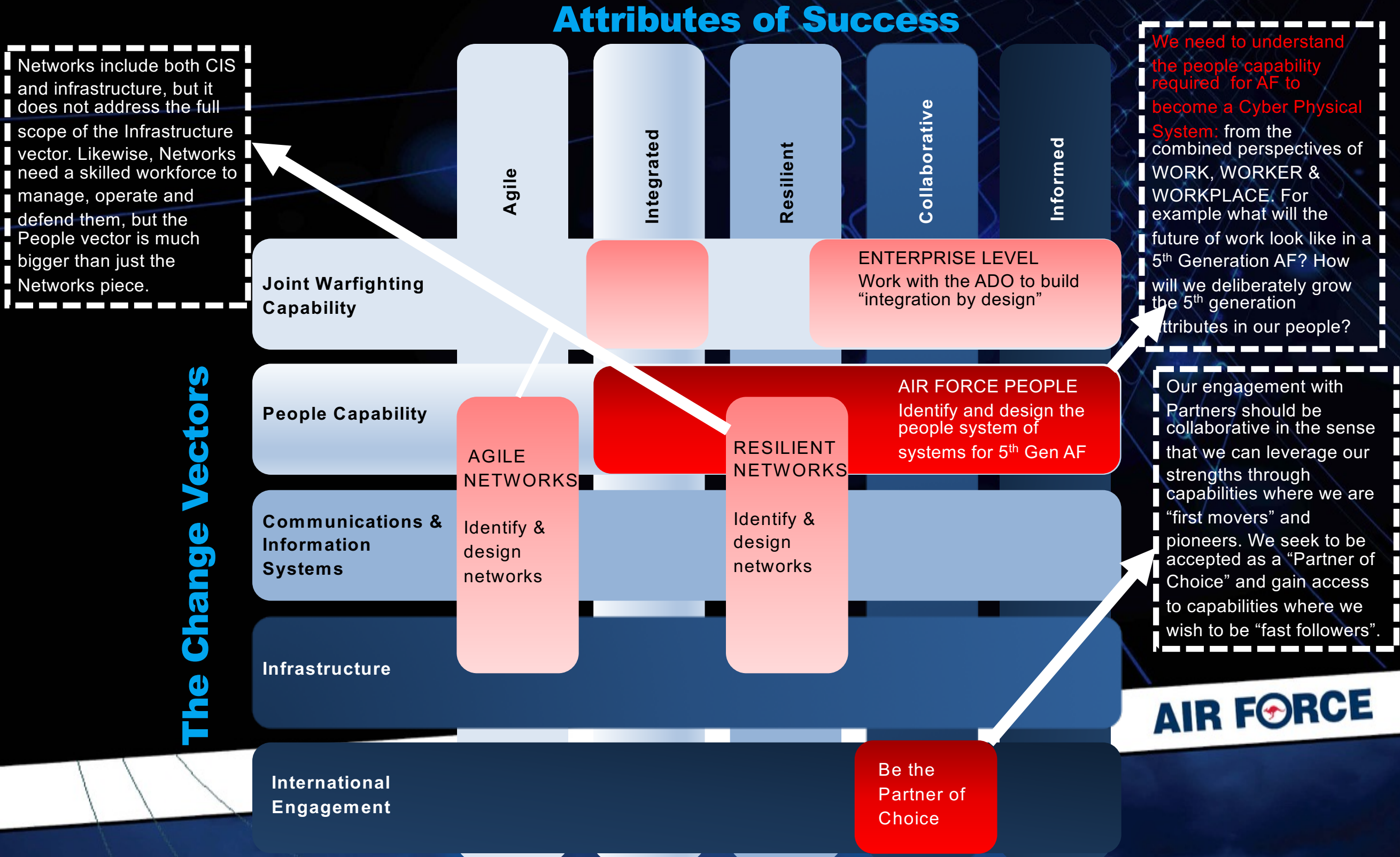


# The Jericho **WHAT**

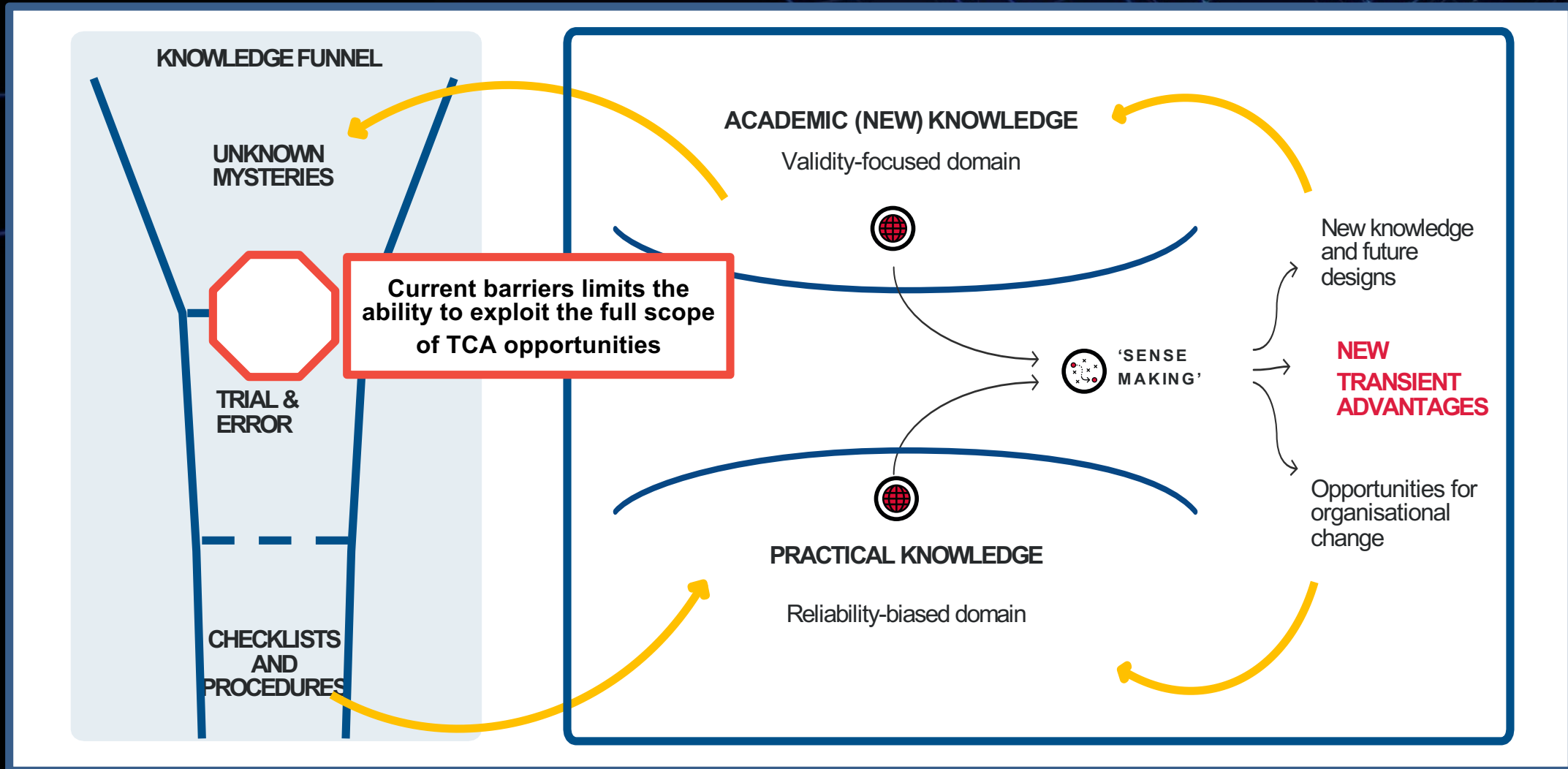
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# The 5<sup>th</sup> Generation Transformation Framework & Jericho

We can overlay the five vectors for change with the attributes of a 5<sup>th</sup> Generation Air Force to allow us to identify “hotspots” of where Jericho needs to focus its efforts.

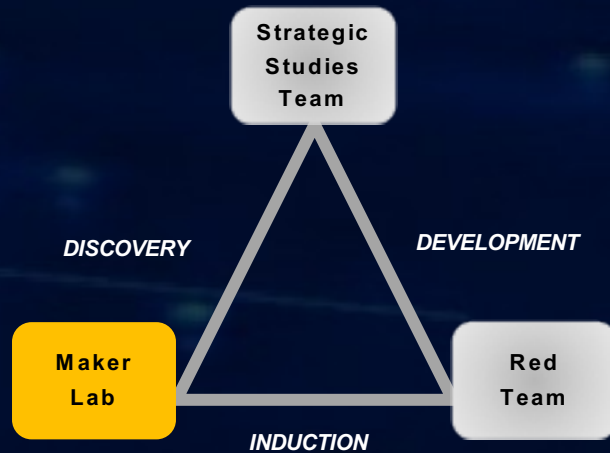


# Sense-making – its what we do



# Jericho Labs

A physical space for Defence, Academia, Australian industry and individuals to share problems, and incubate ideas and technology



The Jericho Maker Lab will interact as one pillar in the Jericho 2.0 model

## Flexible

An open plan space that supports activities ranging from teaming and intellectual study to prototyping, manufacturing and hardware trials.



## Open

Funded by Air Force and open to the public, industry and other ADF members.

## Networked

Jericho staff will network Maker Lab users to appropriate Defence organisations that may have equities in the conceptual and technology solutions incubating in the lab.

## Considerations



- Jericho to operate (through CFO-AF) funding lines
- Strong reporting and performance measurement techniques will be critical to sustained funding.

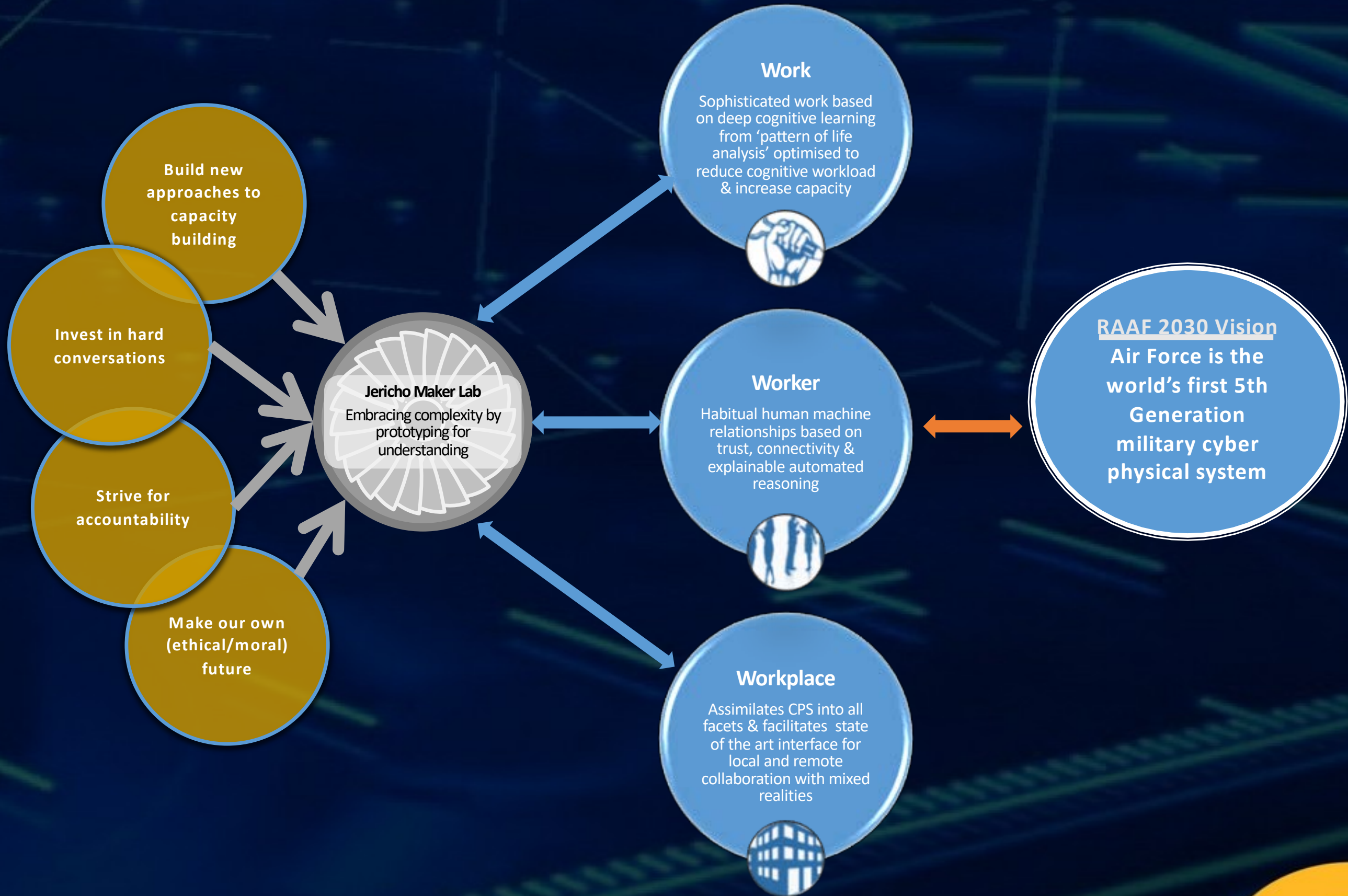


- Space will begin as an UNCLAS/FOUO rated space.
- Transition to higher classifications will not be catered for in first year



- Requires location that maximizes foot traffic, situated near to a manufacturing and industry lab.

# What will a sophisticated Air Force Cyber Physical System look like?



**The END!**

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