

**CHIEF OF AIR FORCE OPENING REMARKS
JERICHO INNOVATION SEMINAR
6 AUGUST 2015**

I am delighted to address this event. This is my first opportunity to speak to an event hosted by the Williams Foundation since assuming leadership of Air Force on the 4th of July. Today I intend to speak briefly. I will explain my intent for the implementation of Plan Jericho during my term as Chief of Air Force. But I also wish to hear more about the innovative programs of the United States Air Force as well as Boeing and Lockheed Martin.

At the outset, I would like to state that both the substance and the format of today's event reflect my priorities. We are going to hear about innovation from two of our key industry partners. It is not just 'marketing spin' to describe our relationship with industry as a partnership.

Rather, that is reality in this so-called 'age of austerity', in which government budgets are under pressure. More than ever, vital research and development relevant to air power is being conducted in the private sector.

We cannot afford to be mere passive customers dealing with suppliers. Many of the deficiencies in the way we have responded to technological change were held up to scrutiny in the First Principles Review released earlier this year. Our lack of agility in responding to changes in an increasingly fluid, dynamic environment was identified as a major concern.

Other issues, to which Plan Jericho is our considered response, were also identified in the First Principles Review.

My predecessor, Geoff Brown, explained how Plan Jericho would enhance our exploitation of 5th Generation technology, especially through the entry to operational service of the Joint Strike Fighter (JSF).

However, as the FPR made clear, Defence is simply not innovative enough. The recommendations of too many past reviews were still-born. In an era of rapid technological developments, we cannot continue doing business the way we have been.

The most glaring deficiencies it identified were:

- Reliance on arid compliance rather than prudent governance;
- Organizational stove pipes;
- A platform replacement rather than a ‘system of systems’ approach to joint force design procurement and sustainment

Plan Jericho is our institutional response to meet these challenges. We need to be more innovative and every element of the Plan is directed at making us so. I am committed to the implementation of Jericho, and will build on the work already done.

However, my own emphasis will be shaped both by who I am, and my own distinct perspectives and priorities as a leader. I believe that my approach is well suited to the next phase of our transformation journey.

At the handover of command parade, on 3 July, I made the comment that my office walls are adorned with more photos of people than of aircraft. I believe that says something important about me, and it will inform my priorities as Chief of Air Force.

Through sound force planning and sustained support from successive Australian Governments, we are in the process of modernizing our fleet. By 2025 the RAAF will be one of the most potent and balanced Air Forces in the world.

Jericho is designed to ensure that we achieve the synergies offered by that sophisticated array of platforms. But if we are to match the rhetoric about

being a ‘force by design’ and a ‘system of systems’ then we really must be innovative and adaptive in key areas.

Firstly, we need to truly empower our work force. Real innovation depends on people. And I mean airmen and women - not just industry research and development partners and DSTO scientists. We must encourage ‘bottom up’ innovation.

To enable this we must become an employer of choice in a very tough employment market where it will be difficult to match the salaries and conditions available to the highly skilled people we will need.

That is especially so in the areas of space and cyber; where revolutionary change is occurring in cycles of months not years. And I intend to stand up a distinct squadron that supports the joint approach to cyber.

The model of life long employment with a single employer no longer holds sway. Yet much of our training, education and promotion systems still reflect that assumption. We must change.

We must engage people, especially those with vital skills, like cyber skills, where they are-not where we want them to be. We must understand the expectations and norms of a modern generation. Like me, many of you joined the Air Force young and you stayed. I hope that many young Australians continue to do so. But we are going to need to be very innovative in devising conditions of employment to make better use of part time members and those working remotely.

Diversity and flexibility are not merely nice slogans designed to win Equity awards for the ADF. We must make them part of who we truly are. I am encouraged by the progress we have already made in implementing Plan Suakin, which offers some exciting options to enhance the integration and contribution of our reserve members. I intend to take up its recommendations. I also wish to push our New Horizons program harder and explain to Air Force

how it enhances every element of our force. It is not about being politically correct. It is about being more effective in combat.

I believe that we also have much to learn from our international counterparts by exchanging personnel seamlessly between the Air Force and business and academic organizations. Our airmen and women can learn so much from our business partners who support our capability. I would like to see some of our best and brightest seconded to you and to effectively return to apply the knowledge and experience they acquire within Air Force.

We need each other to make this work. Defence needs unprecedented access to the deep research and development capacity of private industry. I am reminded daily that private industry has driven advancement in communication technology and big data management. It frustrates me that our war-fighters are not able to exploit this technology in their work environments to the same extent they do in their private lives. And it alarms me when I see that our adversaries are not similarly constrained.

Likewise, men and women from our industry partners can apply their skills inside Air Force and mentor and develop our people. We must make this easier and ultimately routine.

The same commitment to diversity, and flexibility must inform our approach to recruitment, retention and whole of working life learning and personal development. We are excellent at training aircrew and those who support them. But we must enhance the broader professional mastery of our people.

The world is increasingly complex and we must educate to understand the social and political context in which our technical skills are being applied. This is an area I feel passionately about.

The 5th Generation environment will be transformational. Some trade sets may vanish while others will emerge. Our people will need to be innovative to cope with this, but we must foster a learning environment in which they can do

their current jobs as well as acquire new skills rapidly - not just via traditional courses.

Significantly, the context in which our airmen and women will be operating in future will be joint and as a coalition. Increasingly, we are integrated into space and cyber networks that no single power can develop and sustain.

Even the USAF accepts that coalitions will be essential to its operations in the future. Again, flexible, adaptable people, who are comfortable in a diverse environment, will be critical to making coalitions work effectively.

My third priority is to ensure that everything Air Force does enhances the joint combat power of the ADF. The previous White Paper directed the ADF to be capable of joint operations within the context of a maritime strategy both to deter and defeat attacks against Australia, but also to secure our wider interests. I have no doubt the next White Paper will reaffirm that guidance.

The continuous operations, which all three services have undertaken since 1999, have improved our joint concepts and developed a generation of men and women who routinely expect to operate in a joint and coalition environment. But there is more to be done.

For Jericho to succeed - indeed for Jericho to be relevant - it must become inherently joint. We all know that there are stovepipes inside Air Force that must come down. But the same is true of the wider ADF.

I am encouraged by the collaboration of both the Army and Navy in the inaugural Jericho Dawn demonstrations. But to maximize the effects generated by our modern platforms and systems through their extraordinary array of sensors, we must keep our joint partners in the loop. If this means sometimes dialing it back to 300 knots rather than 600 knots, so that we stay aligned with our partners, then so be it.

The Commander of Army's First Brigade aspires to a future where his soldiers are capable of 'dialing a bomb'; that is nominate a target to a joint fires system

that can take advantage of all capabilities in our arsenal to deliver the most efficient and effective target effect. It is a worthy goal and its achievable using today's technology.

However, this will require a change in mindset within both Army and Air Force. But to match our boast about becoming a 'system of systems', linking sensors and shooters, we will all have to work hard to break down cultural obstacles. The hardware is not the issue. Rather the generation of air, space and cyber effects across the land and sea domains will depend on skilled people with an innovative mindset and the development of trust.

I will have more to say about these elements of my approach in the coming months. I hope events like this can create an ongoing dialogue with our industry partners as well. Thank you to the Williams Foundation for providing such an excellent vehicle for Air Force to engage our partners.