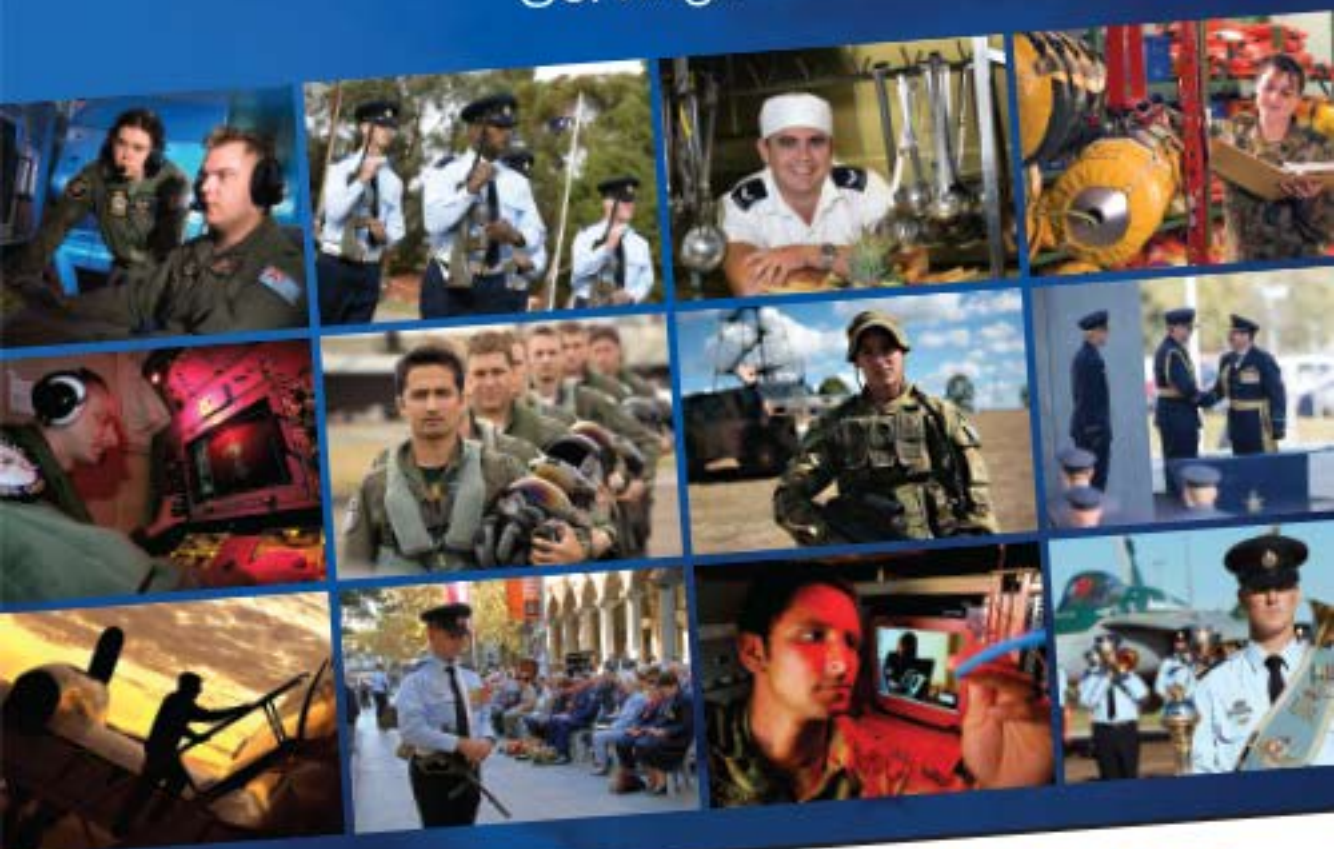


Air Force

Serving Australia's Interests



AIR FORCE





Air Force

Serving Australia's Interests



Foreword

Air Force – Serving Australia's Interests is provided by the Royal Australian Air Force to inform decision-makers on the strategic utility of Australia's air power and to describe Air Force capabilities and structure. By promoting a broader understanding of how Air Force and our air power capabilities contribute to Australia's security, *Air Force – Serving Australia's Interests* is intended to support strategic planning deliberations, including activities such as Force Structure Reviews, the development and implementation of Plan *Jericho* and the preparation of Defence White Papers. The information in this publication will also inform interactions between the Department of Defence, other government departments and Air Force. Importantly, this publication is intended to make senior members of the Government, other government departments, industry, academia, non-government organisations and visiting officials more aware of Air Force's complexity and the vital role it plays in Australia's security.

Air Force has an enduring responsibility to the Australian Government to generate effective and potent air power options that, when directed, contribute to operations that defend the nation and its strategic interests. These operations will almost always be conducted jointly, and often with allies or in coalition.

By 2022, the oldest aircraft in Air Force's inventory will be the C-130J, acquired in 1999. By then, almost every platform within the inventory will be replaced with more advanced systems, or new systems that will provide quantum leaps forward in terms of capability and technical complexity. To meet the challenges we expect to face into the future, Air Force will also introduce capabilities that it has never operated before. Building

the Air Force of the future around these capabilities will require wide ranging changes in our people and a transformation in the way Air Force operates as a 21st century force. Air Force aims to seamlessly integrate new systems into the force and embrace carefully selected emerging technologies, while continuing to offer responsive military air power options to the Government for the defence of Australia and its interests. At the same time, Air Force acknowledges the need to develop our personnel with exciting and challenging new skills and systems. Air Force must also ensure that it continually refreshes the essential arrangements it has in place with a wide range of Defence, other government agencies and commercial organisations.

These changes can only be achieved in partnership with decision-makers across Government, Defence, industry, academia and our foreign partners. I have directed the preparation of *Air Force – Serving Australia's Interests* to assist in creating and strengthening these partnerships.



Air Marshal Leo Davies, AO, CSC
Chief of Air Force

Contents

Foreword	3
Air Force Values	6
Air Force Identity	7
Royal Australian Air Force	10
Introduction	10
Air Power	10
Air Power Roles	11
Core Air Power Roles	12
Enabling Air Power Roles	13
Strategic Tasks	15
Air Force Strategic Tasks	16
Air Force Vision	17
Air Force Mission	18
Air Force Capability	18
Transforming Air Force	19
Plan Jericho	21
Air Force Operations – Past, Present & Future	22
Structure and Capability	26
Structure – Overview	26
Air Force Headquarters	29
Air Force Improvement Initiatives	33
New Horizon	34
Air Force Personnel Status	35

Gender Diversity Initiatives	35
Future Shape of the Air Force	35
Officer Aviation Workforce Management Reform (OA2020)	36
Women In Peace and Security	38
Aboriginal and Torres Strait Islander Programs - Air Force	39
Air Command	40
Headquarters Air Command	40
Common Joint Staff System	42
Air Command Force Element Groups	44
Force Element Groups and Capabilities	46
Air Combat Group	46
Air Mobility Group	49
Surveillance and Response Group	51
Aerospace Operational Support Group	54
Combat Support Group	57
Air Force Training Group	61
Air Force Reserve	66
Australian Air Force Cadets	66
Acronyms	69
Airman's Code	71

Air Force Values

Air Force has a shared set of values for all its members, promoting a culture of high esteem and trust to serve with pride and commitment in the protection of, support to and service to the people of Australia and our national interests.

Air Force values identify a basis for personal behaviour. These values are not an end point for cultural change: they must be translated

into behaviours all Air Force personnel display every day. The values of Respect, Excellence, Agility, Dedication, Integrity and Teamwork reflect the standards we always expect of ourselves and of our colleagues.

Respect

Air Force People always respect the rights of others. Our people are just and inclusive. We recognise diversity is essential to improve our capability.

Excellence

Air Force People demonstrate professionalism, mastery and continuous improvement in everything we do. Our people are motivated and encouraged to innovate. We are capability focused, operationally ready and are driven to successfully complete the missions required of us.

Agility

Air Force People respond swiftly to challenges. Our people are resilient and quickly adapt to changes in our environment. We are flexible in how we think and act and we use resources wisely.

Dedication

Air Force People are trusted to defend our country. Our people are courageous and serve with pride and commitment. We cherish our heritage, honour the achievements and sacrifices of those who have gone before us and will create the legacy for the future.

Integrity

Air Force People have the courage to do what is right. Our people are honest, ethical and demonstrate sound judgement. We hold ourselves and others to account.

Teamwork

Air Force People work together to deliver precision air and space power. Our people collaborate with the Defence Team and our partners. We share the responsibility to ensure a safe environment, everywhere and always.

Air Force Identity



The RAAF Badge

In 1937 the newly appointed Chester Herald, John Heaton-Armstrong, was commissioned to prepare a design for a RAAF badge, which was finally accepted in 1939. The Air Force Badge features a circle inscribed with the words 'Royal Australian Air Force', and ensigned with the Imperial Crown, in front is a wedge-tailed eagle in flight. Beneath the circle is a separate scroll with the Latin motto: 'Per Ardua Ad Astra'. Although no specific record of the translation exists, it is widely believed to mean: 'Through Struggle to the Stars'. The motto was derived from Sir Henry Rider Haggard's famous novel *The People of the Mist* and was selected and approved as the motto for the Royal Flying Corps on 15 March 1913 and remains with the Royal Air Force today. In 1929 the Royal Australian Air Force decided to adopt it too.



Air Force Roundel

When the Royal Australian Air Force was formed on 31 March 1921, it adopted the existing red, white and blue roundel of the Royal Air Force to identify the aircraft. However the red inner circle was removed during World War II when a No 11 Squadron Catalina was mistaken for a Japanese aircraft by a United States Navy Wildcat. After the war the red was re-introduced, but on 2 July 1956 the red kangaroo 'in motion' was chosen as the most popular centre piece from a range of other options including the Southern Cross, a boomerang and a sprig of wattle. It has been displayed with pride, not only on aircraft, but on various promotional material ever since. The kangaroo within the Air Force roundel always faces the left except when used on aircraft or vehicles, when the kangaroo should always face the front.

AIR FORCE



Air Force Logo

On 20 December 2001, the Chief of Air Force formally standardised the Royal Australian Air Force's public 'signature' logo format—a combination of the RAAF Roundel as the 'O' within the customised logo and the text of Air Force in the Air Force blue colour. The RAAF roundel is recognised worldwide as Australian, and within the wording 'Air Force', it is readily recognisable on a variety of general promotional material, publications and displays.

RAAF Ensign

The design of the Royal Australian Air Force ensign was approved by King George VI in 1948 and formally adopted in Australia in 1949. Previously, the ensign of the RAF had been used. The Australian ensign differed from the British ensign by the addition of the Southern Cross and Commonwealth Star. A red kangaroo 'in motion' had replaced the red inner circle of the RAF roundel in 1956, to create a distinctive national emblem for identifying RAAF aircraft, and this roundel was also adopted on the Australian ensign in 1982. This effectively makes the ensign the battle ensign of the RAAF. Accordingly, the ensign is always to be treated with the dignity and respect befitting the proud history of the RAAF. It is flown at all Air Force establishments and paraded at ceremonies, and signifies the bond of service.



Royal Australian Air Force

Introduction

Established in 1921, the Royal Australian Air Force (RAAF), or Air Force, is the second-oldest air force in the world. Air Force has a proud tradition of service—contributing to the full spectrum of conflict, including joint and coalition operations, peacekeeping, and humanitarian assistance and disaster relief. Air Force is the principal provider of air power for Australia's security. Air Force's mission is: *Air power for Australia's interests.*

Air Force cannot rely on size and numbers alone to generate, employ and sustain the military air power required to make a meaningful contribution to the nation's security. Air Force is built to a carefully considered size, with a critical mass of deliberately chosen systems, quality people, first-rate training and robust support systems. Air Force is united by the values of the force and this unity is maintained through continuous review of the ways we care for our personnel, in peace and conflict.

These are the foundations of Air Force's enduring capacity to generate and employ responsive, potent and effective air power options whenever required by Government.

Air Power

Air Force defines air power as *the ability of a nation to assert its will by projecting military power in, through and from the air domain.*

Air Force's air power systems include those that operate in the atmosphere,

space-based systems and ground-based surveillance and air defence systems.

Australia's air power includes all the nation's fixed- and rotary-wing aviation and aviation-related resources, both military and civilian, with military air power primarily resident in Air Force.

Air Force provides the Government of Australia with military air power options across the entire spectrum of conflict (see Figure 1). Air Force also supports humanitarian assistance and disaster relief operations at home and abroad, and makes important contributions in direct support of border protection and national domestic security imperatives. Air Force has also participated in a range of joint and coalition operations for the protection of national interests in major conflicts, while remaining prepared, should circumstances arise, to operate in wars of national survival.

Air power is an essential component of Australia's national military power. Together with land and sea power, it makes a vital contribution to the national effort to ensure the security of our nation, our people and our interests. Air power's contribution to national security is an enduring one that, regardless of technological advances or changes in our security circumstance, performs a number of essential roles that enhance and contribute to the activities of other elements of Australia's national power.

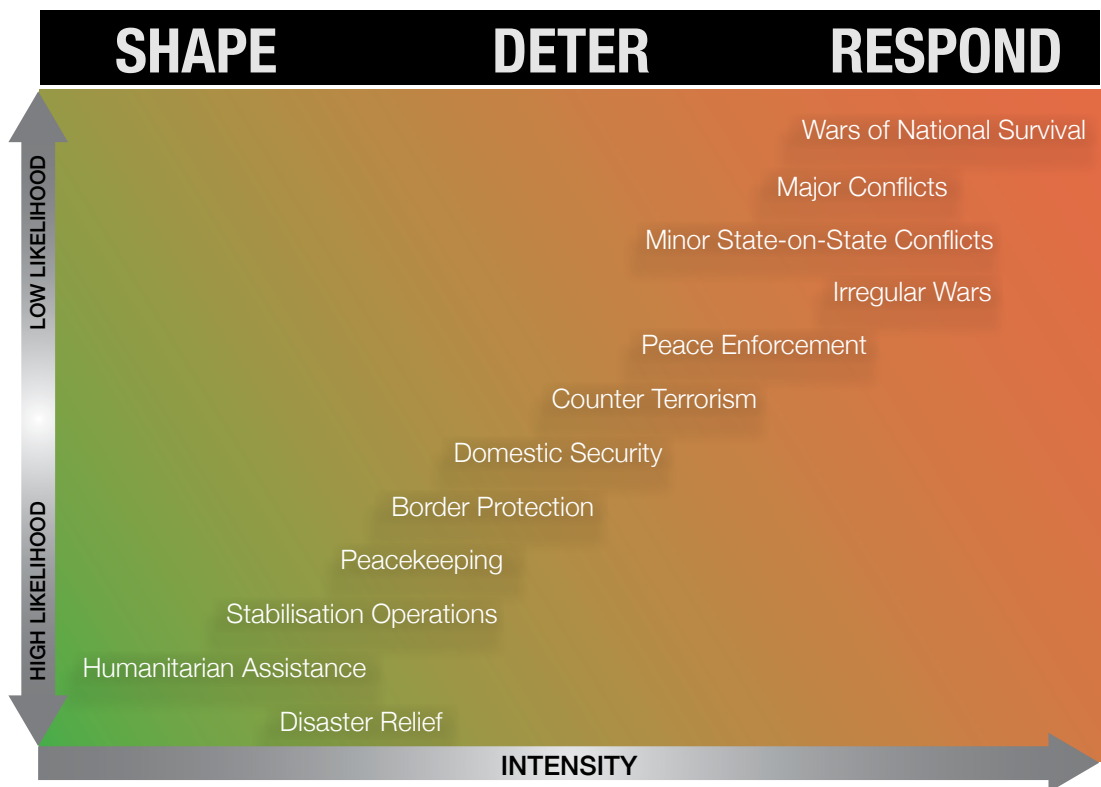


Figure 1: Spectrum of Conflict

Air Power Roles

Air Force exists to generate, employ and sustain air power to defend the nation and its national interests. This is achieved through air power roles, conducted to support joint campaigns and applicable across the spectrum of conflict.

Air power is employed either from bases within Australia or from deployed locations in an expeditionary manner. The effects created by Air Force's air power complement the effects created by other arms of the ADF,

as well as other elements of national power. The most effective employment of military air power requires the seamless integration of roles and effects of the Air Force's fixed-wing aircraft with those delivered by ADF rotary-wing aviation. This integration is enhanced by Air Force being responsible for coordinated management of key aviation functions such as airworthiness and aviation safety.

Core Air Power Roles

Control of the Air

Control of the air is the ability to conduct operations in the air, land and maritime domains without effective interference from adversary air power and air defence capabilities. This is Air Force's pre-eminent role and is a precursor to the conduct of all other operations in Australia's maritime strategy (see page 12). By ensuring control of the air, Air Force enables control of the sea and contributes directly to all other military operations. Although control of the air will not guarantee success, failure to achieve adequate control will critically constrain the conduct of other operations. Air Force will normally lead operations to achieve control of the air, although land and maritime forces may assist by attacking adversary aircraft and bases as well as by suppressing their air defences.

Strike

Strike is the ability to attack with the intention of damaging, neutralising or destroying a target. Strike can be conducted with lethal or non-lethal weapons, but is generally considered to generate kinetic effects against an adversary. Australia's employment of precision weapons permits it to conduct strike with a high degree of accuracy, effectiveness, proportion, discrimination and lethality. Such precision allows Air Force to apply decisive military force while minimising the risk of collateral damage or unnecessary casualties. Air Force's strike capabilities are being broadened to complement traditional kinetic weapons with non-kinetic options, such as electronic attack. Broadly, electronic attack is the jamming or placing of false information in the electronic systems of an

adversary. Our strike capability provides Australia with a unique politico-military instrument that can be used to swiftly and directly apply military power when and where required, creating the greatest strategic effect with the required degree of precision.

Air Mobility

Air mobility is the ability to move personnel, materiel or forces using airborne platforms. It is a significant component of the ADF's force projection capability to rapidly deploy, sustain and redeploy personnel, materiel or forces to, from or within a theatre by air and includes air-to-air refuelling. Air mobility is often the transportation of choice when speed, reach, and obstacle and surface threat avoidance are required. In some cases, air mobility can be the only means to create the desired effect. The addition of modern long-range aircraft such as the C-17 and KC-30A to Air Force's air mobility fleet has significantly enhanced the capacity for global airlift of personnel and equipment. This capability has proven vital to the deployment and support of ADF forces overseas in conflict and humanitarian operations.

Intelligence, Surveillance and Reconnaissance (ISR)

The ISR role synchronises and integrates the planning and operation of sensors, assets, and processing, exploitation and dissemination systems in direct support of current and future joint operations. The fundamental objective of ISR is to enable decision superiority (the ability to make informed decisions faster than an adversary) by providing key pieces of data, information and intelligence that assist Air Force and the ADF in achieving joint battlespace awareness

and understanding, information superiority, and thus, decision superiority.

Enabling Air Power Roles

Command and Control

The key enabling air power role of command and control (C2) is the process and means for the exercise of authority over, and lawful direction of, assigned forces. The Air Force's C2 role has unique features that reflect the nature of the air domain and the way that professional military personnel in Air Force operate and fight. The C2 role covers the planning of air campaigns within joint campaigns, the execution of the campaign and the targeting process. Air Force's C2 role also includes the management of military air and space operations, airspace and electronic warfare battlespace management (EWBM). EWBM coordinates the use of non-kinetic options that exploit the electromagnetic spectrum (EMS). EWBM is needed to ensure that operations in the EMS do not adversely affect friendly activities. Air Force's C2 also includes mechanisms to manage the raise, train and sustain activities of air power through Air Force's structure and chain of command.

In Air Force, C2 for the optimal employment of air power is controlled from the Air and Space Operations Centre (AOC), and through the Theatre Air Control System (TACS). In the execution of this function, Air Force applies the tenet of *centralised control and decentralised execution*. Centralised control ensures the optimum application of effort where and when needed, while decentralised execution provides operational and tactical level commanders with sufficient

freedom to exercise professional expertise and initiative in carrying out their assigned missions.

Force Protection

Force protection includes all measures and means to minimise the vulnerability of personnel, facilities, materiel, information and operations to any threat from an adversary or operating environment, while preserving the freedom of action and the operational effectiveness of the force. Force protection is essential in air power operations across the spectrum of conflict and during all phases of an air campaign, including the protection of scarce, expensive and fragile air power assets. Protection of other valuable assets such as personnel and support systems, particularly when they are vulnerable on the ground, is critical to conducting effective air operations.

Force Generation and Sustainment

Force generation and sustainment focuses on ensuring that the current force has the necessary personnel, skills and materiel to conduct and sustain air operations—both domestic and expeditionary—while maintaining the ability to regenerate the force during and after operations. This role includes concurrent planning for the future Air Force and initiates actions to ensure the acquisition, introduction and sustainment of air power capabilities with appropriate levels of support.

Strategic Utility of Air Power

Being an island nation primarily dependent on trade for its prosperity, Australia seeks to use the sea, and the maritime environment, as a means to actively protect and promote Australia's interests and influence strategic

events in the region. That dependence, and the vulnerability of our air and sea trade routes to interference that could damage our national economy and security, make it essential that Australia can control those sea and air approaches (see Figure 2). Australia's security hinges on a maritime strategy that requires sea, land and air forces to operate in concert to project power and control the air and sea approaches.

Within the maritime strategy, Air Force remains prepared to offer Government a wide range of air power options to meet a variety of challenges, from supporting humanitarian operations or deterring aggression, through to taking offensive

action in joint or coalition operations against a military threat. This requires an ongoing investment in maintaining the capabilities to conduct all our core air power roles as part of a joint force or coalition, or independently, depending upon the prevailing circumstances.

The employment of Air Force's air power in conflict and other operations globally over the past quarter century illustrates air power's inherent agility. Although air power is most effective when used in offensive operations, Air Force's agility and ability to exercise its roles in tailored combinations means that it has always been capable of creating a wide range of unique air power

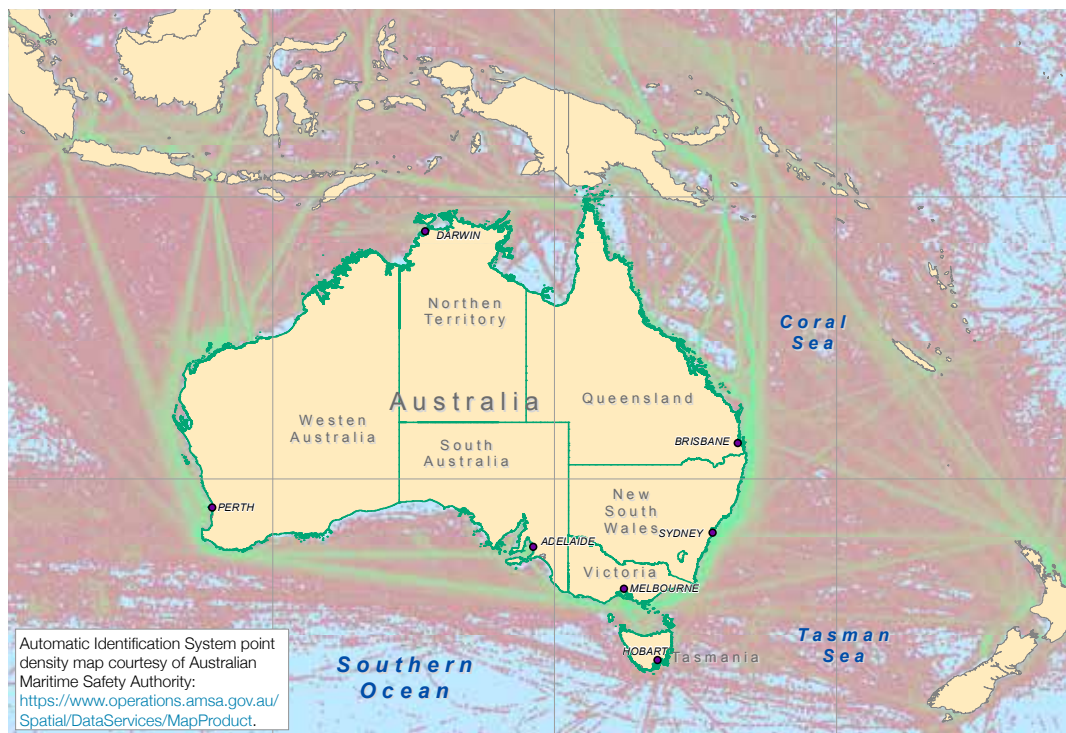


Figure 2: Sea Lines of Communication

effects. These effects may be created at the strategic to tactical levels across the spectrum of conflict.

Australia's maritime strategy requires naval, air and land forces to influence strategic events through the maritime environment by the astute application of their power. This requires safeguarding Australia's air and sea approaches and the regional maritime commons. The ADF must be able to: **shape** the security environment; **deter** actions inimical to our interest; **respond** by denying, coercing or punishing any subversive actions in our area of strategic interests; or some combination of these. Because Australia's maritime interests lie primarily in the Pacific, Indian and Southern Oceans, maritime, land and air power capabilities that can project power into and across these vast areas are fundamental components of Australia's maritime strategy.

Air power has distinct characteristics such as *perspective, speed, reach and flexibility* that offer a unique range of options in support of national objectives. Air power can be applied with great speed over the great distances and diverse terrain that characterise our regional environment. It can be applied in one area, or concurrently over a number of operating areas. This can include concurrent air operations over maritime, littoral or land

Australia's maritime strategy is underpinned by Air Force's ability to control the air in our sea and air approaches

Air Force draws on its core roles of control of the air, strike, air mobility and ISR to provide Government with flexible, responsive air power options

environments, in conflict, in peace operations and in humanitarian assistance/disaster relief.

The operational utility of air power can only be provided by a deliberately structured air force, with a balanced range and level of capabilities to meet our strategic needs. To remain credible and effective, Air Force must have a critical mass of modern air power systems and skilled personnel. That critical mass must be able to conduct and sustain the full breadth of necessary security operations, with the capacity to simultaneously conduct operations, maintain training and regenerate operational forces. Air Force must also have the mass to absorb operational losses without loss of effectiveness in extreme circumstances.

Failure to maintain an effective Air Force will inevitably restrict Australia's national capacity to provide effective responses to emergent crises or conflicts that affect our national interests.

Strategic Tasks

Through the 2013 Defence White Paper, the Australian Government has set the Australian Defence Force four principal tasks:

- deter and defeat armed attacks on Australia
- contribute to stability and security in the South Pacific and Timor-Leste
- contribute to military contingencies in the Indo-Pacific region, with priority given to Southeast Asia and
- contribute to military contingencies in support of global security.

The Government has directed that Air Force will structure its force to meet the first two

tasks, while the third and fourth tasks will be used as guidance for enhancing specific capabilities within the force.

Air Force Strategic Tasks

Air Force's strategic tasks are drawn directly from the principal tasks and are built on the need to **shape** our environment, **deter** potential adversaries and, where necessary, **respond** to defeat emerging threats.

Shaping Australia's Security Environment

Air Force's contribution to shaping Australia's security environment is based primarily on the activities it undertakes to engage other nations. Air Force plays an important part in ensuring Australia's ongoing security, specifically through global engagement activities such as participating in and hosting international exercises, and providing training and exchange opportunities. This is vital in promoting understanding and goodwill with a breadth of regional nations. This engagement develops the key relationships and capabilities that enable interoperability between the Air Force and regional air forces. These relationships contribute to Australia's ability to respond in an expeditionary manner by enhancing our ability to conduct operations in partnership with regional nations, and facilitate our access to overseas bases in such instances.

Deter Threats to National Interests

By maintaining a capable and credible force at an appropriate posture, Air Force, in conjunction with the other Services, achieves a measure of deterrence without having to apply force. This effect is created through the combination of carefully selected and

well-maintained systems that meet security demands, and the level of training provided to personnel in operations, exercises and training institutions. Deterrence is a long-term activity that requires sustainment of current capability whilst planning and implementing changes to Air Force's structure, organisation and equipment to ensure credibility into the future. However, because the responses of potential adversaries can never be predicted with total certainty, Air Force maintains an agreed level of preparedness at all times to rapidly apply military air power in armed conflict if required.

Respond to Attacks or Threats to Australian Interests

By developing and maintaining a structured and balanced force, Air Force is prepared to contribute to a military response where deterrence has failed to dissuade an adversary whose actions continue to threaten national security interests. Such action could be in response to a direct attack or threat to Australian territory, personnel or resources. Alternatively, a crisis within the region may lead to a request for Australian intervention, most likely within a coalition. Responses could involve armed conflict or one of the broad range of operations conducted to force an adversary towards our preferred outcome. This may involve the use of force short of armed conflict, such as the establishment of an overt military presence to prevent further adversary action, enforcement of sanctions or providing support for diplomacy. These operations are invariably complex, challenging and often dangerous. Hence, they have the potential to demand the innovative and effective application of the full range of air power capabilities in support of the joint force.

Whole-of-Government Approach to National Security

Air Force provides air power options as an essential part of an Australian whole-of-government approach to national security, whether operating from Australia or from locations overseas. This requires Air Force to operate with a range of military forces and other government agencies, such as Department of Foreign Affairs and Trade. This approach also requires Air Force to work with a variety of other public and private sector elements as well as non-government organisations, industry, academic institutions and the commercial sector. Orchestrating the efforts of these agencies to achieve national security outcomes requires careful planning and a common basis for focusing activities and their coordinated application to achieve the desired objectives.

Air Force Vision

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

The vision describes what Air Force aspires to achieve and the type of force we will remain. Air Force will fight and win as part of the joint force by rapidly generating integrated kinetic and non-kinetic air and space power effects across the sea, land, air, space and cyber domains.

Air Force will continue to exploit the air power characteristics of perspective, speed, reach, precision and flexibility, in order to ensure that we can deliver effective air power options when and where required by Government. Air Force will achieve its

vision now and into the future by acquiring, integrating and exploiting leading-edge air power systems and ensuring that they are operated by high-quality Air Force personnel who are well-trained, innovative and respected. Ongoing investment in such personnel and systems is vital to ensure that Air Force remains ready to complete its vital strategic tasks in Australia's maritime strategy. As the challenges in our areas of interest become increasingly diverse and dangerous, investments in achieving Air Force's vision are also essential to ensure that the force can better mitigate any limitations in its air power.

Achieving Air Force's vision requires ongoing investment across the full breadth of its air power. Air Force will only lead in the application of air power if it is trusted and respected as a leader in: command and control of air and space operations; professional mastery of air power; ISR; and the generation, employment and sustainment of military air power. This must be enabled by first-class targeting and robust and effective mechanisms for the technical and logistic management of Air Force's air power systems.

Through ongoing commitment to the achievement of its vision, Air Force will meet its strategic tasks, to shape, deter or respond to any exigency with resilience, in a swift and decisive manner.

Air Force Mission

Air power for Australia's interests.

The mission outlines why Air Force exists.

Australia's national interests are diverse, including a range of strategic partnerships with other nations who share our security goals, customers for our exports and suppliers of a range of products. They are also dispersed over an area that is vast geographically and includes nations who share our interests and nations whose interests may be at odds with our own. Such diversity has the potential to create challenges that may arise suddenly and be unpredictable in nature. To meet such challenges, Air Force is prepared to respond with effective air power where and when threats to our interests arise and has the agility to adapt quickly to meet modern challenges that can continue to evolve as adversaries seek new ways to find weaknesses in our forces.

Air Force's mission also requires that we support Government's efforts to advance security in our region by applying air power as part of efforts to engage partner nations. In addition, by demonstrating the capabilities of its systems and the skills of its personnel in these broad-ranging activities, Air Force also assists in deterring those whose interests are inimical to our own.

Air Force Capability

Air Force conducts its air power roles with a suite of highly capable systems operated by well-trained personnel and supported by robust sustainment and support arrangements. The systems required to

deliver competitive air power capability are becoming increasingly sophisticated, complex and expensive. New systems are expected to remain effective for many years in service, and maintaining the necessary levels of performance over the life of a system requires a substantial whole-of-life investment in maintenance and upgrade.

Modern systems are generally most effective when operated as part of a system of systems. For example, control of the air requires a range of complementary systems, such as fighter, air-to-air refuelling and early warning and control aircraft. These are supported by extensive ground and space-based systems, and will increasingly be connected to systems of other Services and forces. Such support is essential for the operation of piloted aircraft as well as for unmanned aircraft systems that are becoming an important element for Air Force.

The nature of Air Force's capabilities means that forces deployed for operations will form and operate as a mix of capabilities tailored for each specific operation. This mix will be determined on the basis of a range of factors such as the nature of the mission, speed of required response, threat and environment. Whether any deployment is relatively simple, such as providing assistance to low-level relief operations, or deployment of a large, complex force for combat, any deployment will demand extensive planning for operational, logistic, personnel and maintenance arrangements.

The ADF describes the building blocks of capability through the construct of fundamental inputs to capability (FIC), namely: organisation, personnel, collective training, major systems, supplies, facilities

and training areas, support, command and management and financial resources. For Air Force to deliver effective, responsive air power options, all elements of its FIC must be resourced and supported appropriately. Air Force's personnel are vital to supporting and operating all FIC and they must be recruited and trained to satisfy a wide breadth of occupations and specifications. Generating and sustaining these personnel is just as critical as maintaining and operating the highest level of air power systems.

Transforming Air Force

Air Force is currently undergoing the greatest capability transition in its history. By 2030, not only will almost every single aircraft in Air Force's fleet have undergone a systems upgrade or have been replaced: we will also have introduced new platforms delivering new capabilities in emerging mission types.

Much of this capability upgrade will modernise existing systems. However, Air Force will continually seek ways to utilise emerging and disruptive technologies and concepts that emerge during our capability transition. Air Force will also seek to protect our forces against a potential adversary's use of such technologies. Within the needs phase of the capability development cycle, assisted by Defence Science and Technology Group (DSTG), Air Force will explore opportunities and seek to understand the threats inherent in these developments.

The changing nature of our capabilities, and the environments they will operate within, requires that Air Force undertake a process of transformation. Air Force's new systems, and the organisational structures

we will operate them within, have enormous potential to change the way we will fight in the future. Future wars will take place in an environment that is congested, complex, ambiguous and contested. For any force to prevail in this environment it must be agile and adaptive, capable of adjusting to the requirements of the environmental context. Delivery of the required joint effects will likely involve multi-domain systems, used in a highly coordinated and integrated way, in a dynamic command and control construct. In preparing for this future fight, Air Force's three guiding themes will be harnessing the combat potential of an integrated force, developing an innovative and empowered workforce, and changing the way we acquire and sustain capability.

Air Force's transformation will be guided by the *Future Air and Space Operating Concept*, *Plan Jericho*, and subsequent plans. Plans will cyclically reassess a range of factors such as technology, the strategic environment, and emerging threats. They will measure our current capability state and generate input into the strategic framework and capability plans of action. These concepts and plans will deliver integrated warfighting capabilities that will increase the lethality and survivability of the whole force.

Plan Jericho, launched in early 2015, is a suite of activities in operations, personnel and capability that will create the Air Force of the future. *Plan Jericho* is Air Force's plan to transform into a fully integrated force that is capable of fighting and winning in the information age. The *Plan Jericho* Program of Work was published in July 2015, detailing 15 initiatives to be actioned under the leadership of Deputy Chief of Air Force and Air Commander Australia through accountable



Air Force senior leaders. The lead Plan *Jericho* initiative is the establishment of an Air Force Air Warfare Centre.

Air Force's transformation will touch all aspects of its operations. It will require an integrated systems approach where the refueller is given as much consideration as the fighter pilot, resulting in a balanced force supported by fully realised single-service and joint enabling capabilities. A requirement of the transformation is investment in specialist skill sets. Some of these will be traditional and understood, while others will need to be created to deliver new functions in support of new concepts.

As regional militaries continue to modernise, Air Force will only retain its capability edge through superiority in a few key areas. These areas are likely to be decision superiority, training, and by fully realising our enabling systems. ISR will be essential to decision superiority. Air Force will need to build governance systems that can drive system performance across a number of groups and services. Most importantly Air Force will develop a culture that allows us to get beyond the issue of Service ownership, enabling us to achieve truly joint and integrated effects.

As technology evolves and environments change, Air Force strategies and tactics will need to develop in response. Air Force will continue to develop its professional mastery of air power by adapting, refining and updating its doctrine, concepts, education and training. Air Force will continue its tradition of service to the highest standard—continuing to embrace emerging technology and offer responsive military air power options to the Government for the defence of

Australia and its national interests. Air Force will carefully transform to achieve its vision.

Plan Jericho

Plan *Jericho* will transform Air Force into a 5th-generation enabled force that is capable of fighting and winning in 2025; a modern, fully integrated combat force that can deliver air and space power effects in the information age. Plan *Jericho* will harness the potential of our current capabilities, drive further innovation and change the way we acquire and sustain new capabilities in order to best prepare Air Force for this future.

Plan *Jericho* encompasses a suite of activities, some of which are already underway, in operations, personnel and capability that will create the Air Force of the future.

Why Now?

Air Force has always operated leading edge technology. Over the next few years we will transition to an even more technologically advanced force. As P-8A Poseidon, EA-18G Growler, F-35A Lightning II, MQ-4C Triton and new surveillance and space systems enter service, we must be postured to exploit the full range of capabilities they offer. The capacity of our organisation and support systems to collect, process, distribute and protect data must match those of our major platforms.

A rapidly changing strategic environment means we must look for new and better ways of staying ahead of our adversaries. State and non-state actors have access to more technologically advanced systems than ever before, and are able to acquire them more

rapidly than us. Air Force will not maintain our technological edge if it stands still.

The Government has made a considerable investment in Air Force platforms. Air Force must now operate and support these platforms in a way that provides agile and responsive options. Air Force must realise the opportunities afforded to it.

Air Force Operations – Past, Present & Future

Early History and World War I

Military aviation came of age during World War I when airships and early aircraft were principally used for reconnaissance. Australia's four Australian Flying Corps (AFC) squadrons were part of the Australian Imperial Force (AIF) and were attached to larger British Royal Flying Corps/Royal Air Force formations. During World War I, 800 officers and 2840 men served in the AFC and 175 lost their lives. Many AFC veterans helped to lay the groundwork for the Royal Australian Air Force whilst others would enter industry and make significant contributions to civil aviation. In 1920, many of the AFC's aircraft and personnel formed the Australian Air Corps. The Australian Air Force was formed as an independent Service on 31 March 1921, with the 'Royal' prefix added on 31 August 1921.

World War II

In World War II, Australian aircrew fought in Europe, North Africa, the Middle East, over the North Atlantic, Indian and Pacific Oceans, the Mediterranean, India, Burma, Malaya, Singapore, Thailand, China, the Netherlands East Indies, New Guinea, the

Solomon Islands, the Philippines and Borneo. They also fought over Australia, its territories and its approaches. In late 1944, the strength of the RAAF peaked at over 182 000 personnel and 6200 aircraft in 61 squadrons. In August 1945, Australia had the fourth-largest air force in the world. Over 215 000 men and women served during 1939–45, and 9870 RAAF personnel lost their lives. Over 55 per cent of these deaths occurred in the air war against Germany over Europe.

Recent Conflicts and Peacekeeping

Air Force personnel have since served with distinction in Korea, Malaya, the Indonesian 'Confrontation', Vietnam, Iraq, Afghanistan and Syria. We are proud of our role in peacekeeping and humanitarian assistance operations throughout the world, including Bougainville, Cambodia, East Timor, Indonesia, Pakistan, Papua New Guinea, Rwanda, Solomon Islands, Somalia and the Sudan, in which many hundreds of RAAF personnel have been involved. Since 1945, over 60 RAAF personnel have lost their lives in conflict or through accidents during operations.

Today

Air Force is ready to serve Australia. Working closely with Navy, Army and our regional friends and international partners, Air Force delivers air power around the globe. Air Force works alongside other Defence groups and industry partners to generate and sustain its air power capabilities. Air Force personnel deliver and manage the strategy, operations, tactics, engineering, logistics and support to ensure Air Force can deliver a range of options for the Government anywhere, and at any time.

Current Deployments

Globally, Air Force has between 500 and 700 people on operations each day, contributing to border protection, coalition operations, peacekeeping missions, and humanitarian assistance and disaster relief. Illustrating the range of contributions, Air Force's overseas deployments in 2014 and 2015 included:

- Operation SLIPPER, which was Australia's military contribution to the International Security Assistance Force (ISAF) in Afghanistan
- Operation ACCORDION, which is Australia's military contribution to supporting operations in the Middle East Area of Operations and neighbouring Gulf states
- Operation RESOLUTE to protect Australia's borders and offshore maritime interests and

- Operation OKRA, Australia's military contribution to the fight against Islamic State in the Middle East.

Air Force contribution across this suite of operations has included: security detachments, C-17A Globemaster III, C-130J Hercules, AP-3C Orion, F/A-18A Hornet, F/A-18F Super Hornet, E7-A Wedgetail, KC-30A and aircrew, logistics and support personnel. In addition, Air Force supports a wide range of domestic tasking, including the provision of air mobility and ISR within peacetime Australia, and support to a wide range of whole-of-government operations. Examples of these operations include AP-3C Orion, C-130J Hercules and E-7A Wedgetail aircraft engaged in the search for Malaysian Airlines Flight MH370; F/A-18A Hornets providing support to major international events such as the G20 Leaders' Summit; and Air Force medical teams conducting aeromedical evacuations in Australia and overseas.



Air Force Deployment

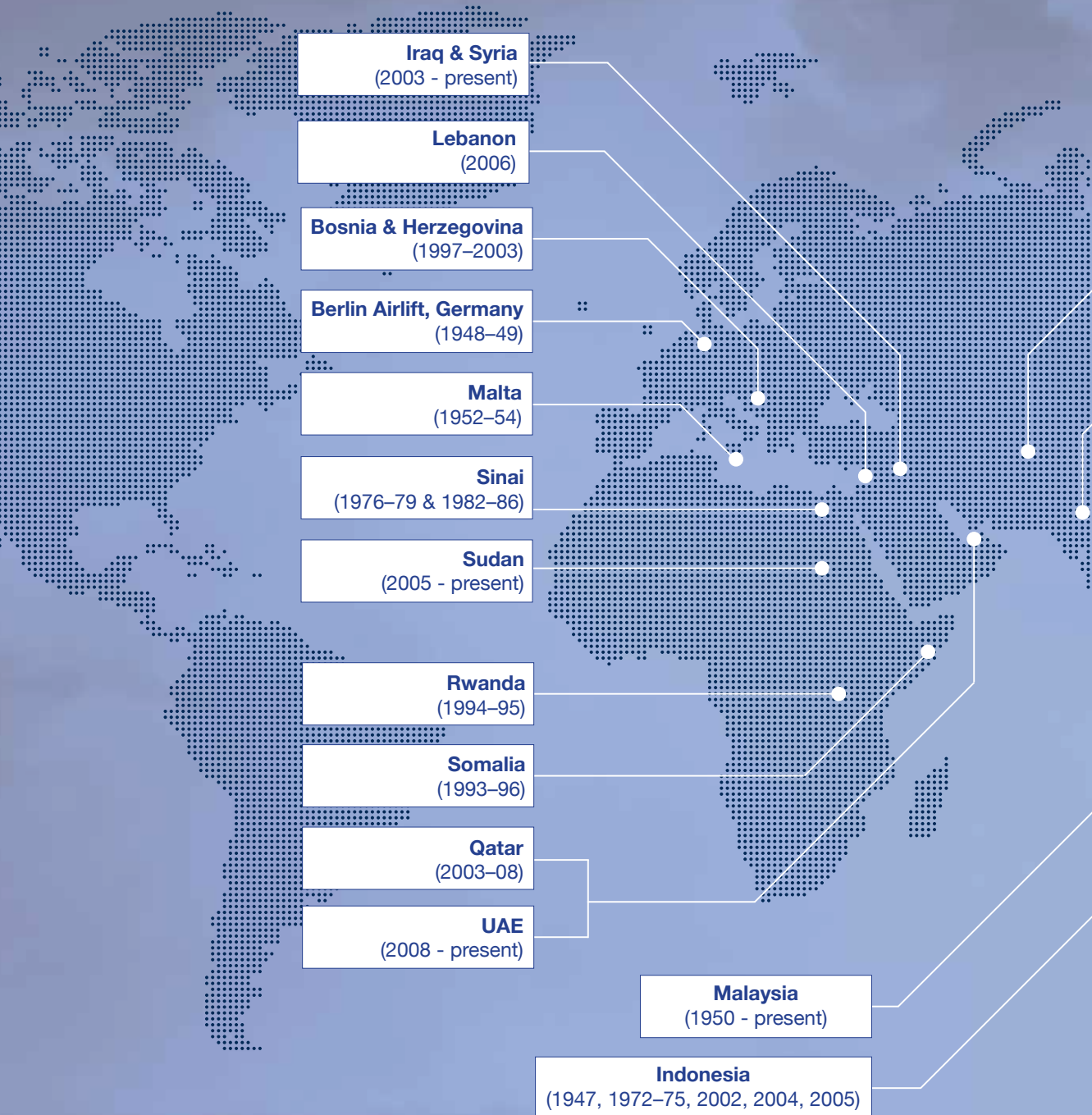


Figure 3: RAAF Deployments: 1946 – Present

nts: 1946 – Present



Structure and Capability

Structure – Overview

Air Force is commanded by the Chief of Air Force (CAF). Air Force has about 14 200 uniformed members, supported by about 4400 Air Force Reservists and 770 Australian Public Service (APS) employees. Air Force personnel serve across all areas of the Defence organisation, including non-Air Force groups such as the Capability Acquisition and Sustainment Group. CAF retains full command of all Air Force personnel, irrespective of whether they are serving in Air Force positions or in non-Air Force groups.

Command of the Air Force

CAF commands Air Force through two principal executives, Deputy CAF (DCAF) and Air Commander Australia (ACAUST). DCAF leads Air Force Headquarters (AFHQ), the organisation through which CAF commands Air Force at the strategic level, including responsibilities such as managing strategic planning, policy development and capability planning. ACAUST commands Air Command, which is responsible for the conduct of Air Force's operations and the raise, train and sustain (RTS) function that ensures Air Force capabilities are at the levels of preparedness directed

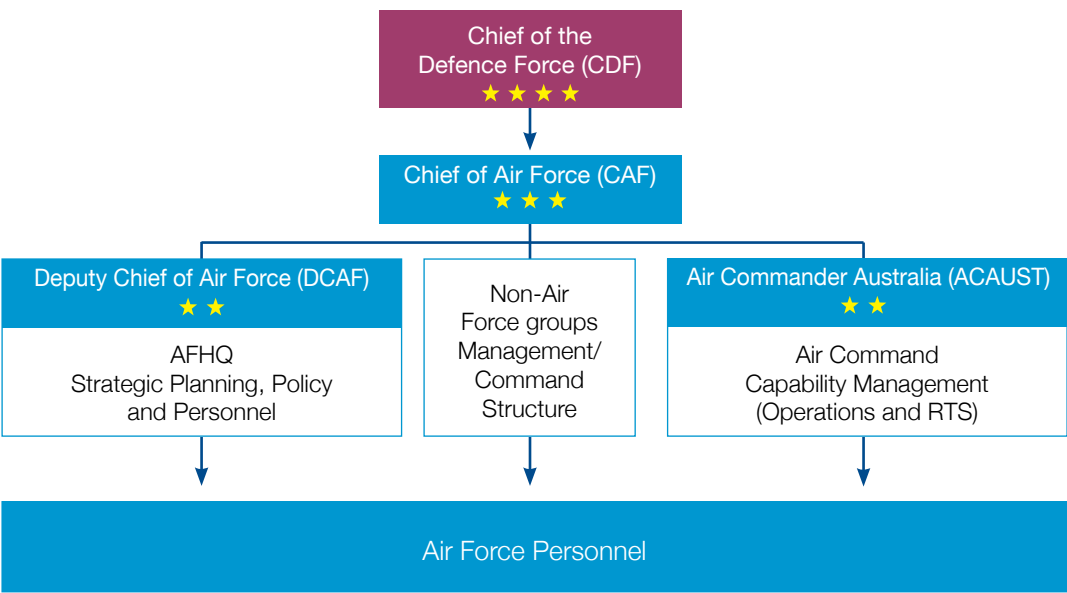


Figure 4: CAF's Principal Executives and Command Chain

by CAF for assignment to operations. ACAUST commands Air Command through Headquarters Air Command (HQAC).

Below these headquarters, Air Force is organised into operational, support and training formations located at a range of Defence offices and 11 major bases across Australia.

Generic Formation Structures in Air Force

The generic structure of Air Force’s formations is based on a series of hierarchical groups, wings, squadrons and sections, organised along functional lines. While there are likely to be variations in the shape of each formation within a type, the basic structural principles generally apply.

The highest level of formation is the force element group (FEG), comprising a headquarters and one or more wings. The FEGs are responsible for specific capability components, for example Air Mobility Group

is responsible for the Air Force’s air mobility capability.

Wings are the operational elements of Air Command. Each wing will comprise two or more squadrons.

Squadrons are the core tactical elements around which the Air Force operates. Each squadron is responsible for an output, support function or aircraft. For example, No 11 Squadron is responsible for maritime operations with the AP-3C Orion aircraft. The flying squadrons are different sizes, depending on aircraft type and role. A flying squadron will generally contain from five to 20 aircraft. Combat support squadrons include the broad range of personnel and equipment necessary to establish and operate forward air bases and to operate some permanent air bases.

Deploying Air Force’s air power. The broad range of Air Force personnel and systems required to conduct and support air operations means that Air Force is unlikely to deploy forces for operations as

Formation	Commander	Rank
Air Force	Chief of Air Force	Air Marshal
Air Force Headquarters	Deputy Chief of Air Force	Air Vice-Marshal
Headquarters Air Command	Air Commander	Air Vice-Marshal
Force Element Group / Branch	Commander / Director General	Air Commodore
Wing / Directorate	Officer Commanding / Director	Group Captain
Squadron / Unit	Commanding Officer	Wing Commander
Flight	Flight Commander	Squadron Leader
Section	Officer in Charge	Flight Lieutenant

Table 1: Formation Commanders and Ranks

a single squadron or elemental formation. Rather, Air Force contribution will generally comprise a force drawn from across a range of formations to provide a contextual operational and support capability for the circumstance. For example, a force deployed for air combat operations generically requires air combat aircraft such as the F/A-18A and a range of other elements including air base operating and security personnel, surveillance and control aircraft, air-to-air refuelling aircraft and a range of command and logistic support forces.

Relationships with non-Air Force groups

Air Force relies on the support of a number of non-Air Force groups to generate, employ and sustain air power. CAF commands approximately 2770 permanent and reserve Air Force members employed in non-Air Force groups. Air Force has a close relationship with these groups and liaises extensively to maintain a shared understanding of its requirements and to ensure the development and management of the robust support mechanisms that are essential to sustain air power operations in peace and conflict.



Air Force Headquarters

AFHQ is responsible for the overall management of the personnel element of Air Force capability and provides capability management, strategic planning for current and future resources, force structure and facilities/infrastructure planning, policy advice and development of philosophical air power doctrine. AFHQ and its agencies also manage and conduct the interaction between Air Force, the other Services, other Defence groups, industry and contractors, other government agencies and Government. AFHQ includes the agencies that are responsible for safety, airworthiness and aviation capability improvement. These agencies have dual Air Force and ADF responsibilities. AFHQ comprises several distinct branches some of which have subordinate agencies.

AFHQ Branches

Chief of Staff Branch. Chief of Staff Branch underwrites the staff work, capability planning and resource management framework within and across AFHQ. The Chief of Staff is responsible for controlling AFHQ staff effort in support of DCAF and integrating that effort across HQAC and AFHQ. This role includes: oversight for corporate and community relations such as incident management and on-line engagement; events management; strategic communications and public affairs; heritage; uniforms and entitlements; legal; management of two city squadrons; and Air Force Improvement (AFI) operations and the AFI program.

No 28 (City of Canberra) Squadron. This AFHQ unit manages components of Air

Force's strategic communications capability including Specialist Reserve Public Affairs Officers and the Air Force imagery specialist (AFIS) mustering, and provides administrative support for Air Force personnel posted to the ACT who are not part of formed, self-administering units.

No 29 (City of Hobart) Squadron. No 29 Squadron is based at historic Anglesea Barracks which is the oldest continually occupied military establishment in Australia. This AFHQ unit provides Air Force personnel to support air operations for the ADF, allied and regional forces, and also provides administrative support for personnel in Tasmania.

Air Force New Horizon Program. The New Horizon program and Air Force Values were launched in September 2012 to address a complex range of reform across the areas of efficiency, leadership, values, and more broadly, culture. New Horizon is Air Force's overarching program delivering Pathway to Change outcomes. The New Horizon program focuses on improving behaviour, diversity and inclusiveness in the workplace.

Air Force Improvement (AFI). AFI is the program driving the development of tangible and enduring reform across Air Force. AFI aims to establish cost conscious behaviours across Air Force while also contributing to the development of a reform mindset in all Air Force personnel. The AFI program provides a contemporary 'best practice' reform framework that contributes to improved organisational efficiency and more effective delivery of Air Force capability. AFI Teams comprise both Air Force and APS

personnel and are positioned at RAAF Bases across Australia.

Strategy and Planning Branch. Director General Strategy and Planning–Air Force (DGSP-AF) is responsible for providing advice and staff support in regard to Air Force future design, including development of air and space power concepts, experimentation to test concepts and capability options, information management and the development of policy and guidance to shape Air Force’s simulation systems. DGSP also develops corporate and strategic plans and models for Air Force and develops design options for Air Force structure, organisation and processes. DGSP also provides strategic direction for Air Force’s capability development and operating concepts, including policy and direction for communications, electronic warfare and ISR. Strategy and Policy Branch comprises the Directorate of Strategic Design, the Directorate of Strategic Planning and Governance–Air Force, the Air Power Development Centre (which includes the Office of Air Force History), the Directorate of Intelligence, Surveillance and Reconnaissance, the Directorate of Strategic Education and Training, the Directorate of International Engagement and the Defence Space Coordination Office.

Capability Planning Branch. Director General Capability Planning–Air Force is responsible for providing advice on the delivery of current capability for Air Force; and providing strategic management of Air Force capability. DGCP-AF liaises extensively with other groups in discharging this responsibility for Air Force, particularly with the Capability and Sustainment Group (CASG). This branch is also responsible for the presentation of affordable options for current and future air

and space power capability as an integral element of ADF capability. Capability Planning Branch then manages the transition and introduction into service of Air Force aircraft and systems. Capability Planning Branch includes the Directorate of Combat Capability, the Directorate of Enabling Capability, the Directorate of Aviation Coordination and Operations and a number of capability transition offices.

Logistics Branch. Logistics Branch comprises the Directorates of Supply and Technical Capability. The directorates are jointly responsible for the planning, coordination and evaluation of Air Force supply, engineering and maintenance management and governance functions. The Logistics Branch role includes developing and maintaining Air Force engineering, maintenance and supply support doctrine, developing policy and defining Air Force’s logistic requirements; providing advice on infrastructure and the Defence estate; and overseeing infrastructure development, planning and support for all Air Force bases, estate and properties of interest to Air Force. Logistics Branch also provides oversight of strategic planning for operations and through life support of Air Force’s systems.

Personnel Branch. Director General Personnel–Air Force (DGPERS-AF) is responsible for providing an integrated full- and part-time, military and civilian workforce for Air Force to meet Australia’s air power capability requirements. The Personnel Branch function includes planning to ensure the future workforce has the requisite skills; developing and managing Air Force personnel and career management policies; the allocation of Permanent and Reserve personnel to constrained establishments internal to the Air Force and wider groups;

professional development; and the refinement of Air Force personnel policies and systems, appointments, promotions and postings.

Reserve Branch. The Director General Reserves–Air Force (DGRES-AF) is responsible for providing CAF advice on the delivery of current and future reserve capability to Air Force. The directorate is also responsible for the strategic management of the Air Force reserve capability, excluding personnel aspects, and for liaison with other groups and divisions across the ADF, in particular Head Reserve Policy. Reserves Branch is structured to deliver policy, strategic planning, capability development and organisation in support of Air Force priorities.

Cadets Branch. Cadets Branch–Air Force (CB-AF) is responsible for the administration of the Australian Air Force Cadets (AAFC) on behalf of CAF. The AAFC is an aviation-focused youth organisation sponsored by the Air Force, and has a heritage that can be traced to the 1940s. Activities undertaken by the AAFC include flying, field craft, adventure training, firearms safety training, drill and ceremonial, service knowledge, aeromodelling, navigation and gliding. The contemporary aim of the AAFC is to foster qualities that will enable cadets to become responsible young adults, who will make a valuable contribution to the community.

Chief Financial Officer. The role of the Chief Financial Officer–Air Force (CFO-AF) is to provide financial and business advice to



CAF, DCAF and the wider Air Force. The CFO-AF is also responsible for managing the Air Force resources to achieve the best outcome for Air Force and Defence. Air Force resources are broken into two sub groups - Combat and Executive. CFO-AF coordinates the two groups and is the financial manager for the Executive Sub-Group on behalf of DCAF.

Director General Technical Airworthiness. Under formal delegation from CAF, who is the Defence Airworthiness Authority (Defence AA), the Director General Technical Airworthiness (DGTA) is the Technical Airworthiness Regulator (TAR), the Technical Airworthiness Authority (TAA), Technical Regulatory Authority-Aviation (TRA-A) and the lead Technical Regulatory Authority for explosive ordnance up until service integration. In these roles DGTA has the authority to regulate and sets standards for the design, production and maintenance of the Defence materiel for which DGTA is responsible. DGTA works closely with the three Service Operational Airworthiness Authorities, Flight Test Airworthiness Authority, various Operational Airworthiness Authority representatives, Director Airworthiness Coordination and Policy Agency (DACPA) and the Airworthiness Board members.

Airworthiness Coordination and Policy Agency. The Airworthiness Coordination and Policy Agency (ACPA) is a tri-service organisation within Air Force Headquarters (AFHQ) that exists to facilitate the safe and efficient conduct of military aviation through effective operational regulation and oversight. As a Defence Aviation Safety Program (DASP) Agency and the direct airworthiness staff of both the Defence AA and Operational

Airworthiness Regulator (OAR), ACPA has a key role in promoting and coordinating military aviation safety through effective policy development, regulation, safety oversight, education and review.

Directorate of Defence Aviation and Air Force Safety. The Director of Defence Aviation and Air Force Safety (DDAAFS), as a part of the Defence Aviation Safety Program (DASP), is responsible to the Defence AA for the enhancement of Air Force and Defence Aviation capability through effective safety management systems. DDAAFS also supports Chief of Air Force through development and improvement of the Air Force Work Health and Safety Management System, referred to as RAAFSafe. DDAAFS generates a broad range of products and services to assist commanders with implementation of the DASP and RAAFSafe. These include policy, training, promotional material, assurance, safety data analysis, surveys, workplace risk assessments, fatigue management tools, risk management tools and investigation services, as well as specialist advice for human factors and occupational health.

Director General Chaplaincy. The Director General Chaplaincy is responsible for ensuring a quality chaplaincy presence within Air Force. The Director General's roles include capability management, organizing, supporting, and working with the churches to identify future chaplains, as well as constantly working at up-skilling the chaplaincy service. The Director General works closely with Air Force and Defence agencies and various faith groups to influence policy and services to provide for the welfare and wellbeing of Air Force people and their families.

Air Force Improvement Initiatives

Description

Air Force Improvement (AFI) is the program driving the development of tangible and enduring reform across Air Force. AFI activities, based on lean continuous improvement, are now effectively establishing cost conscious behaviours, while also contributing to the development of a reform mindset, in all Air Force personnel. The AFI program provides a contemporary 'best practice' reform framework that contributes to improved organisational efficiency and more effective delivery of Air Force capability.

Air Force Improvement is capability led, people focussed and cost conscious

AFI teams comprise both Air Force and Australian Public Service officers. Teams are strategically positioned at key RAAF Bases across Australia. Team members are highly trained and experienced in the practice of lean continuous improvement – instructing and coaching Air Force personnel in the use of lean methodologies and tools. AFI teams, largely engaging with personnel in their workplaces, actively support force element group commanders in the delivery of their respective improvement programs.

AFI is driving the development of tangible and enduring reform across Air Force. AFI activities, based on lean continuous improvement, are now effectively embedding cost conscious behaviours, while also contributing to the development of a reform mindset in all Air Force personnel. Success is measured through both financial and non-financial outcomes.

What are the benefits of improving Air Force?

Benefits to our organisation and individuals include:

- smarter use of taxpayers money to increase Air Force capability
- sustained operational excellence while bringing new capabilities into service on time
- building resilience into Air Force systems and processes
- cutting waste and frustrations out of our workplaces and
- delivering the savings that the government has directed in the Strategic Reform Program (SRP).

Improvements achieved

- Wide Area Surveillance reforms to enable two substantial contract changes that deliver savings of \$100m over the SRP decade.
- Improvements to contracted C-130J fleet maintenance support providing savings of approximately \$1.0 million per year in maintenance costs while also increasing monthly average aircraft availability by approximately one aircraft.
- Contract improvements and changes to logistics support requirements for the Hawk Lead-in Fighter which realised an 8% saving from FY13/14 and onwards compared to previous support arrangements.
- Cultural change within flying units which applies LEAN techniques to maintenance processes and workshops and improves planning and management of flying operations to achieve capability outcomes by including support costs

and maintenance hour requirements in decision making to optimise productivity and reduce overtime.

New Horizon

Air Force's New Horizon program is driving the cultural evolution that will enable Air Force to be trusted to defend, proven to deliver, and respectful always. The New Horizon program was launched by the Chief of Air Force in September 2012 and addresses a complex range of reform across the areas of efficiency, leadership, values, and more broadly, culture. New Horizon is the program that delivers Air Force's Pathway to Change obligations, and focuses on doing better all the things that enhance capability. It does this by aiming to ensure Air Force can attract, recruit and retain the very best people from across Australian society by embedding a culture which prepares and

empowers personnel to contribute optimally both as individuals and as team members.

Air Force's Values Statement, released at the launch of New Horizon in 2012, embeds clear expectations of standards of behaviour; emphasising 'respect' and 'teamwork' as being central to developing a diverse, competent and sustainable workforce.

With New Horizon the Air Force has embarked on a high-level, coordinated response to deliver the complex and long-term change required to address Defence's cultural challenges. Air Force is introducing a range of policies and initiatives to increase diversity and flexibility to ensure we can attract and retain the best people into the organisation.

Air Force has always taken a proactive approach to adapt its culture and workforce to meet current and future capability needs.



Air Force Personnel Status

Overall, Air Force's workforce remains stable with a sustained low separation rate in the 5% to 6% range. Overall Air Force recruitment is healthy notwithstanding the need to compete for certain work streams that are growing elsewhere in Australia and beyond.

Current Initiatives

Significant effort and focus is being applied to realigning Air Force's employment groups to match an unprecedented change in aircraft and other capabilities. This evolution requires a rebalanced workforce with some new employment groups and streams and a re-sizing of others.

Significant focus is also being applied to increase overall female representation across Air Force to 25% by 2023.

Gender Diversity Initiatives

Air Force is developing its culture and personnel system to ensure it is able to draw upon the skills and talent of the women in Australia's workforce.

Initiatives are under way that will enhance capability and long-term organisational sustainability by increasing the participation of women in the Air Force.

Current Initiatives

WINTER — Women in Non-Traditional Employment Roles is an active program to attract women to Air Force jobs that are not traditionally taken up by women.

WINGS — Women's Integrated Networking Groups is a program that creates

networking, mentoring and peer support to Air Force women.

The Graduate Pilot Scheme — is an initiative to attract women who are undertaking aviation studies at civilian universities to a career as an Air Force pilot.

Recruit to Area — is a policy initiative to make the transition to Air Force more attractive to women seeking to join high-need jobs by giving choice and certainty regarding initial posting locations.

New Horizon — is a whole-of-Air Force culture change program that will ensure the Air Force has working environments that are effective, safe and inclusive.

Future Shape of the Air Force

With the planned acquisition and transition of multiple capabilities, Air Force is undergoing a significant transformation of its workforce over the next ten years to meet the requirements of a fundamental refresh of its ground-based and air platforms. Ageing aircraft including the C-130H Hercules, F/A-18 A/B Hornet and AP-3C Orion are being replaced by significantly more technologically advanced C-27J Spartan, Joint Strike Fighter and P-8A Poseidon aircraft. The Air Force will also introduce unmanned aircraft systems that require different skills to those of conventional aircraft. All of these new aircraft are more complex, capable and reliable, thereby requiring a more workforce with updated and relevant skillsets.

With the introduction of each of these new capabilities, there will be a requirement to invest in specialist skills for tasks including the operation and maintenance

of highly integrated information systems and enhanced security measures, and the analysis of complex data inputs.

Reshaping the future Air Force will require workforce growth in aircrew, intelligence, security, and information systems management while at the same time there will be reductions in the aircraft maintenance workforce.

Current Initiatives

Air Force is actively reshaping its workforce through internal efficiency measures and those savings are being reinvested to grow the new workforces required to meet the future capability needs of Air Force. Additionally, the transformation of Air Force will be influenced by Defence Capability Plan Projects, the Force Structure Review and the First Principles Review. Air Force is well placed to manage this period of significant capability transition through the development of comprehensive workforce plans and close management of personnel for each and every capability. Effective workforce planning ensures Air Force directed capability outputs are maintained within the agreed workforce cap, concurrent to the delivery of Air Power effects, now and into the future.

Officer Aviation Workforce Management Reform (OA2020)

Officer aviation (OA) is the Air Force workforce of around 1600 members responsible for the force application of air power - spanning air traffic control through to fighter pilot. Replication of this workforce is the core function of Air Force. Air Force has developed a workforce management system specific to this group, capable of controlling both tactical mastery and corporate productivity. No other nation in the world has this capability.

Strategy

Our raise train sustain (RTS) HRM strategy links the personnel function directly to the objective of 'resource effective air power', providing us a competitive edge at minimum cost.

Activities

Implementation of the RTS strategy is being effected in both supply and demand dimensions. Establishing the balance between these two workforce dimensions, and then adjusting that balance is the key to mastery and productivity:

Supply

Whilst the OA family competencies are quite diverse, the cognitive attributes are similar, with differentiation decisions requiring extended observation. The RTS strategy therefore requires a more effective partnership to be established between Defence Force Recruiting, AF Personnel and Air Training Wing. Key activities include:

- a Candidate Management Centre (CMC) recently established at RAAF East Sale

to provide a bridge between recruiting and training

- an aviation academy created through the fusion of the three previous aviation schools, enabling a university style competitive progression and
- an altered rank and remuneration structure.

Demand

In order to determine to number of candidates required for each competency stream, it is essential to first establish the optimal development duration of the

combatant force, which is derived from readiness requirements dictated by CDF. After a process of optimal stream and systemic design is conducted, cohort flow adjustments are executed through:

- an OA specific remuneration framework (OARS)
- employment of alternate employment pathways and
- co-ordinated policy.

Outcome

Air Force is positioning itself to provide resource effective air power.



Women In Peace and Security

Implementation of the United Nations Security Council Resolution (UNSCR) on Women, Peace and Security (WPS) is not another cultural reform program, a Defence Pathway to Change activity, or an initiative to increase gender diversity in the AF. Instead, the development of the National Action Plan (NAP) on WPS has its genesis in the release of UNSCR 1325 on WPS in October 2000 and the subsequent six related resolutions that form the 'WPS Agenda'.

The NAP on WPS requires Defence to work with Department of Foreign Affairs and Trade, the Attorney General's Department, the Department of Prime Minister and Cabinet, and a range of civil society organisations to implement a number of key strategies and measures. As a result, Defence is contributing to 17 of the 24 actions in the NAP. Defence is focused on increasing operational effectiveness by improving our understanding how conflict

affects the most vulnerable in fragile and war ravaged populations – women and girls.

These strategies have been incorporated into a Chief of Air Force Directive on WPS, promulgated on 11 December 2014. The directive outlines CAF's commitment to the WPS Agenda and aims to ensure that the work required to implement the NAP is undertaken throughout Air Force.

WPS is about increasing Air Force's operational effectiveness by better understanding the different needs of women and children in conflict and in humanitarian and disaster relief situations to bring about stability and lasting peace in the very locations to which Air Force people deploy. A number of activities and initiatives have already been implemented across Air Force to incorporate WPS considerations into operational and exercise planning processes, pre-deployment training, and PMET.



Aboriginal and Torres Strait Islander Programs - Air Force

Aboriginal and Torres Strait Islander Programs – Air Force, is a sub-Directorate of the Directorate of Organisational Behaviour and Culture within Personnel Branch and has been established to develop and deliver culturally appropriate, targeted and integrated recruitment and retention strategies, policy development and strategic advice.

Air Force is focused on:

- inclusion through awareness, acknowledgement and understanding of Indigenous culture
- enhancing Indigenous applicant competitiveness for a career in Air Force, through technical and non-technical development programs and
- setting the conditions for serving Air Force Indigenous members to thrive throughout their career.

Current Initiatives

Defence - Reconciliation Action Plan (D-RAP)
- Air Force is committed to being an active contributor to the D-RAP.

Air Force Indigenous Strategy – new version being written for release in early 2016.

Indigenous Youth Program — short program delivered at unit level with the assistance of ATSIP-AF, aimed at engaging the local Indigenous community, by offering Indigenous year 9 and 10 students tactile experiences with Air Force trades.

Air Force Indigenous cultural education materials — development of handbooks and smart phone applications to inform and assist Air Force members in their daily duties.

Air Force Indigenous Community — providing a recognised body for Air Force Indigenous members to contribute to the development of Air Force's Indigenous inclusion journey, as well as supporting other Air Force Indigenous members.

Air Force Indigenous Elder and Air Force Indigenous Specialist Advisor — ensures that the senior leadership group has ready access to sensitive and timely advice.

Recruiting Priority Placement Scheme — ensures high value candidates are not 'lost' to Air Force through delays in the recruiting process, for technical, non-technical and tertiary entry methods.

Other initiatives — we support and participate in significant Aboriginal and Torres Strait Islander community activities/events.

Air Command

The Air Commander (ACAUST) is responsible to CAF for the capability management of Air Force's operational forces. ACAUST commands Air Force operations, and is responsible for the activities necessary to raise, train and sustain (RTS) prepared forces ready to deliver effective air and space power assigned to joint operations. ACAUST exercises command of Air Command through Headquarters Air Command (HQAC). HQAC is the operational level HQ responsible for generating and supporting Air Force capabilities for employment on operations, and developing and delivering the capability to command and control air operations. HQAC staff support ACAUST in the execution of relevant command responsibilities for the generation of air power.

ACAUST reports directly to CAF on all aspects relating to the delivery of Air Force capability to meet CAF and the Chief of Joint Operations (CJOPS) tasking. ACAUST and DCAF coordinate and synchronise their responsibilities to ensure that the desired Air Force capability and operational outcomes are realised. ACAUST is also responsible for peacetime national tasks for which the Air Force has enduring responsibility. Such tasking includes VIP air transport, provision of Air Force air traffic control (ATC) services to support domestic aviation activities, and specific surveillance operations.

Headquarters Air Command

HQAC, located in Glenbrook, NSW, is responsible for the overall management of Air Command capability on behalf of ACAUST. HQAC is organised around the common joint staff system. ACAUST commands Air Command through two one-star deputies, Deputy ACAUST (DACAUST) and Director-General Air Command Operations (DGACOPS). DACAUST is responsible for Personnel (A1), Training (A7), Development (A8), Maintenance (A9), Air Base Capability (A10), Corporate Performance Management and Capability Reform, and acts as ACAUST's Chief of Staff. DGACOPS is responsible for Intelligence (A2), Operations and Plans (A3/5), Logistics (A4), Communications and Information Systems (A6) and for Air Force air support to Army.

Air Command Organisation

Air Command comprises HQAC and six Force Element Groups (FEGs):

- Air Combat Group (ACG)
- Air Mobility Group (AMG)
- Surveillance and Response Group (SRG)
- Aerospace Operational Support Group (AOSG)
- Combat Support Group (CSG) and
- Air Force Training Group (AFTG).

Commanding Air Operations. ACAUST also commands the Headquarters Joint Operations Command (HQJOC) Air and Space Operations Centre (AOC). The AOC controls daily Air Force and joint air operations. This includes planning, coordinating, controlling, monitoring,

reporting and supporting the generation and the employment of air and space power on behalf of the Commander Joint Operations (CJOPS); maintaining an overview of all Air Command flying or ground activities; and monitoring Air Force RTS activities. The Director General Air Command Operations (DGACOPS) has a dual responsibility as Director General Air (DGAIR) in HQJOC and leads the AOC in that headquarters. The

AOC is the primary portal between AFHQ, HQAC and HQJOC for matters relating to the assignment of Air Force elements to CJOPS and the subsequent employment and sustainment of assigned Air Force elements for operations and exercises. The AOC is located at HQJOC in Bungendore, NSW.



Common Joint Staff System

Within a joint or operational level headquarters, the Common Joint Staff System provides titles for staff positions and divisions of responsibility. The letter designator at the start of the title indicates

the environment of the headquarters. The first digit after the letter designator indicates the branch in which the member works. Subsequent digits indicate functions and individual staff positions within a branch.



	Headquarters Environment				
Staff Branch	Joint	Naval	Ground	Air	Special Operations
Commander	J00	N00	G00	A00	SO00
Chief of Staff	J01	N01	G01	A01	SO01
Deputy Commander	J02	N02	G02	A02	SO02
Resource/financial adviser	J05	N05	G05	A05	SO05
Senior Legal Officer	J06	N06	G06	A06	SO06
Senior Health Officer	J07	N07	G07	A07	SO07
Senior Chaplain	J08	N08	G08	A08	SO08
Personnel	J1	N1	G1	A1	SO1
Intelligence	J2	N2	G2	A2	SO2
Current operations	J3	N3	G3	A3	SO3
Logistics	J4	N4	G4	A4	SO4
Plans	J5	N5	G5	A5	SO5
Communications and information systems	J6	N6	G6	A6	SO6
Doctrine and training	J7	N7	G7	A7	SO7
Force structure and development	J8	N8	G8	A8	SO8
Civil/military cooperation (CIMIC)	J9	N9	G9	A9	SO9

Table 2: Common Joint Staff System

Notes:

- Not all possible positions are shown in this table.
- Some branches may be merged, for example personnel and logistics branches are commonly merged and use the title J1/4 in a joint headquarters.
- In an army headquarters at brigade or battalion level, the letter designator S is used.
- In communications outside of the headquarters, the title of a position is followed by the name/abbreviation of the headquarters, for example, J01 HQJOC.
- Title may also be followed by a four letter abbreviation to indicate function or responsibility, for example, J31 AIR, G52 ARTY or N43 TPT

Air Command Force Element Groups

AIR COMBAT GROUP Role: control of the air and strike	AIR MOBILITY GROUP Role: air mobility	SURVEILLANCE AND RESPONSE GROUP Role: surveillance, reconnaissance, airspace management, maritime response
<p>Headquarters Air Combat Group (RAAF Base Williamtown)</p> <p>Headquarters No 78 Wing (RAAF Base Williamtown)</p> <ul style="list-style-type: none"> • No 76 Squadron (Hawk 127) • No 79 Squadron (Hawk 127) • No 278 Squadron (Operational Conversion) <p>Headquarters No 81 Wing (RAAF Base Williamtown)</p> <ul style="list-style-type: none"> • No 2 Operational Conversion Unit (F/A-18A/B) • No 3 Squadron (F/A-18A/B) • No 75 Squadron (F/A-18A/B) • No 77 Squadron (F/A-18A/B) <p>Headquarters No 82 Wing (RAAF Base Amberley)</p> <ul style="list-style-type: none"> • No 1 Squadron (F/A-18F) • No 4 Squadron (PC-9/A) • No 6 Squadron (F/A-18F) 	<p>Headquarters Air Mobility Group (RAAF Base Richmond)</p> <p>Headquarters No 84 Wing (RAAF Base Richmond)</p> <ul style="list-style-type: none"> • No 34 Squadron (VIP) (737 BBJ, CL 604 Challenger) • No 37 Squadron (C-130J) • No 285 Squadron (Operational Conversion) <p>Headquarters No 86 Wing (RAAF Base Amberley)</p> <ul style="list-style-type: none"> • No 33 Squadron (KC-30A) • No 36 Squadron (C-17) • No 38 Squadron (King Air 350) <p>Air Movements Training Development Unit (RAAF Base Richmond)</p> <p>Air Mobility Coordination Centre (RAAF Base Richmond)</p> <p>C-27J Spartan Transition Team (RAAF Base Richmond)</p> <ul style="list-style-type: none"> • No 35 Squadron (C-27J) 	<p>Headquarters Surveillance and Response Group (RAAF Base Williamtown)</p> <p>Headquarters No 41 Wing (RAAF Base Williamtown)</p> <ul style="list-style-type: none"> • No 1 Remote Sensor Unit • No 3 Control and Reporting Unit • No 114 Mobile Control and Reporting Unit <p>Headquarters No 42 Wing (RAAF Base Williamtown)</p> <ul style="list-style-type: none"> • No 2 Squadron (E-7A Wedgetail) <p>Headquarters No 44 Wing (RAAF Base Williamtown)</p> <ul style="list-style-type: none"> • Headquarters No 453 Squadron – (Air Traffic Control) • Headquarters No 452 Squadron - (Air Traffic Control) <p>Headquarters No 92 Wing (RAAF Base Edinburgh)</p> <ul style="list-style-type: none"> • No 5 Flight (Heron UAS) • No 10 Squadron (AP-3C) • No 11 Squadron (AP-3C) • No 292 Squadron (Operational Conversion)

AEROSPACE OPERATIONAL SUPPORT GROUP

Role: operational support to air power missions

Headquarters Aerospace Operational Support Group
(RAAF Base Edinburgh)

Development and Test Wing
(RAAF Base Edinburgh)

- Aircraft Research and Development Unit
- Aircraft Stores Compatibility Engineering Squadron
- Aerospace Systems Engineering Squadron
- Institute of Aviation Medicine
- Aeronautical Information Service – Air Force

Information Warfare Wing
(RAAF Base Edinburgh)

- Joint Electronic Warfare Operational Support Unit
- No 87 Squadron (Combat Targeting Support)
- No 460 Squadron (Target Intelligence)
- No 462 Squadron (Information security)
- Air Intelligence Training Flight

Woomera Range Headquarters
(RAAF Base Edinburgh)

- Woomera Test Services Unit

COMBAT SUPPORT GROUP

Role: air base operation support services

Headquarters No 95 Wing
(RAAF BASE Amberley)

- Nos 1, 2 and 3 Security Force Squadrons
- Nos 381, 382 and 383 Squadrons (Contingency Response)
- No 1 Combat Communications Squadron
- No 65 Squadron (Air Base Recovery)
- No 295 Squadron (Operational Conversion)

Headquarters No 96 Wing
(RAAF Base Amberley)

- Nos 13, 17, 19, 20, 21, 22, 23, 24, 25, 26, 27 and 30 Squadrons

Headquarters Health Services Wing
(RAAF Base Amberley)

- Nos 1 and 2 Expeditionary Health Squadrons
- No 3 Aeromedical Evacuation Squadron
- Health Operational Conversion Unit

Combat Support Coordination Centre
(RAAF Base Amberley)

AIR FORCE TRAINING GROUP

Role: personnel training

Headquarters Air Force Training Group
(RAAF Base Williams)

Headquarters Ground Training Wing
(RAAF Base Williams)

- RAAF School Technical Training
- RAAF Security and Fire School
- RAAF School Administration and Logistics Training
- Defence Explosive Ordnance Training School.

Headquarters Air Training Wing
(RAAF Base Williams)

- Central Flying School
- ADF Basic Flying Training School
- No 2 Flying Training School (P/C-9A)
- School of Air Warfare
- Combat Survival Training School
- School of Air Traffic Control
- No 32 Squadron (King Air 350)
- RAAF Museum

RAAF College
(RAAF Base Wagga)

- Officers' training School
- No 1 Recruit Training Unit
- School of Postgraduate Studies
- Air Force Band
- No 31 Squadron (Base Support)

Force Element Groups and Capabilities

Air Combat Group

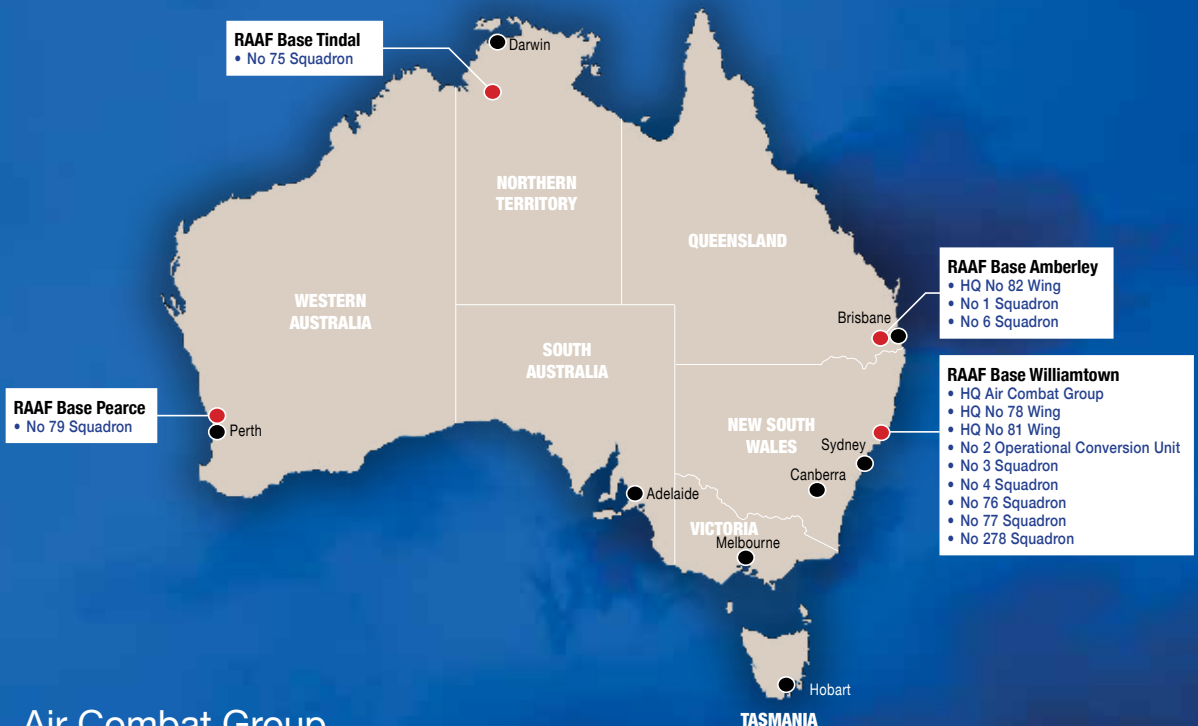
Air Combat Group (ACG) is responsible for delivering Australia's capability to control the air and conduct precision strike. To achieve this, ACG operates a fleet of modern air combat and training aircraft to ensure it maintains and develops the ability to engage and destroy designated targets.

ACG employs approximately 2220 personnel, including aircrew and aircraft technical maintenance personnel, at air bases across Australia. The group is responsible for Air Force's F/A-18A/B

Hornet, F/A-18F Super Hornet and Hawk 127 squadrons, and also Forward Air and Ground Control operations utilising Pilatus PC-9/A aircraft.

ACG units are based at:

- RAAF Base Williamtown near Newcastle, New South Wales
- RAAF Base Amberley near Brisbane, Queensland
- RAAF Base Pearce near Perth, Western Australia and
- RAAF Base Tindal near Katherine, Northern Territory.



Headquarters ACG, RAAF Base Williamtown, commands the following three operational wings.

- *No 78 Wing* conducts operational training—ground and air—using the Hawk 127 aircraft at Nos 76 and 79 Squadrons. No 278 Squadron provides ground training and simulator training to ACG aircrews and maintenance personnel at Air Force bases across Australia.
- *No 81 Wing* consists of Nos 3, 75 and 77 Squadrons, operating the F/A-18A/B Hornet. No 81 Wing also includes No 2 Operational Conversion Unit, which provides training for aircrew converting

on to the Hornet and conducts other air combat related courses.

- *No 82 Wing* consists of Nos 1 and 6 Squadron, operating the F/A-18F Super Hornet multi-role aircraft. No 82 Wing also includes No 4 Squadron, responsible for Joint Terminal Attack Controller (JTAC) operations using the Pilatus PC-9/A Forward Air Control (FAC) aircraft and for the JTAC training school.

Planned ACG acquisitions include the EA-18G Growler electronic warfare aircraft and the F-35A Lightning II (more commonly known as the Joint Strike Fighter [JSF]) air combat and strike aircraft.





Air Mobility Group

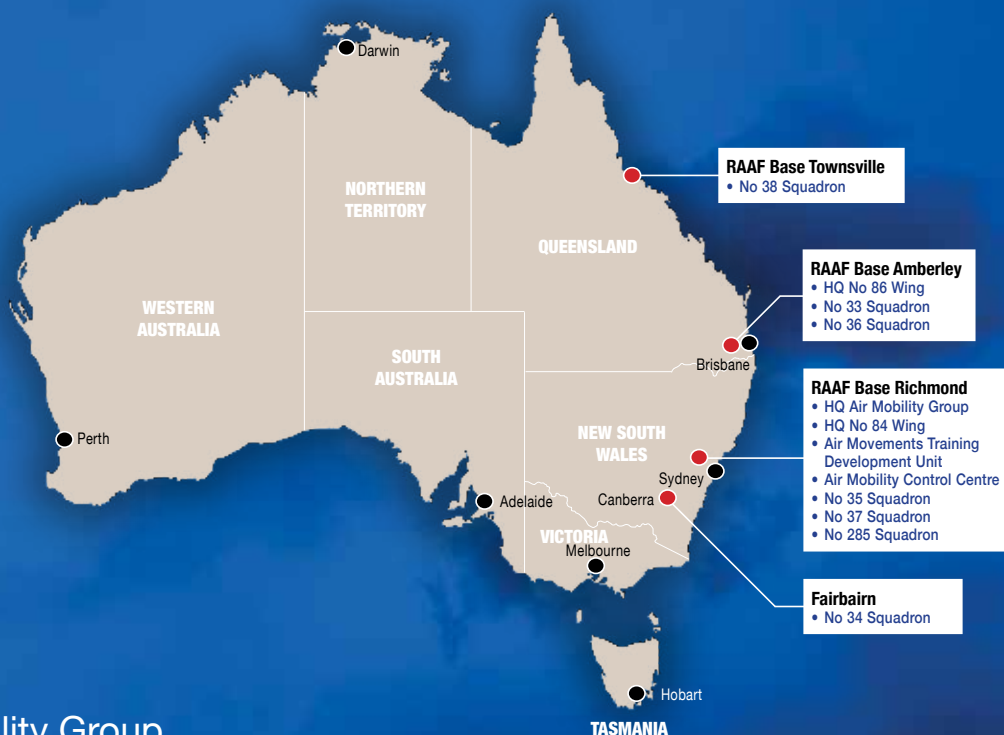
Air Mobility Group (AMG) is responsible for providing the ADF's primary air mobility capability. AMG roles include air logistics support (ALS), airborne operations moving forces into and within operating areas, air-to-air refuelling (AAR) and aeromedical evacuation (AME) missions. With over 1420 personnel, AMG operates all of Air Force's C-17A Globemaster III, KC-30A Multi-role Tanker Transport (MRTT), C-130J Hercules, C-27J Spartan, 737 Boeing Business Jet (BBJ), and CL-604 Challenger aircraft. AMG also operates a squadron of KA350 Super King Air aircraft.

AMG units are based at RAAF Base Richmond near Sydney, New South Wales; RAAF Base Amberley near Brisbane,

Queensland; RAAF Base Townsville in Townsville, Queensland; and Defence Establishment Fairbairn in Canberra, ACT.

Headquarters AMG, at RAAF Base Richmond, commands two operational wings and several other formations.

- *No 84 Wing* conducts specialist air mobility and training. No 34 Squadron transports VIP and senior ADF leaders in 737 BBJ and CL-604 Challenger aircraft. No 37 Squadron operates the Hercules C-130J providing a tactical and operational air mobility capability. No 84 Wing also trains C-130J ground and air crews at No 285 Squadron.
- *No 86 Wing* conducts light and heavy air mobility, and air-to-air refuelling (AAR) operations. No 36 Squadron



operates C-17A Globemaster III heavy lift transport aircraft. No 38 Squadron operates the Beechcraft KA350 Super King Air light transport capability; and No 33 Squadron operates the KC-30A MRTT AAR capability. The KC-30A also provides a highly effective strategic airlift capability.

- *Air Movements Training Development Unit (AMTDU)* improves the Air Force's air mobility capability through the delivery of responsive certification of loads for aerial delivery and development of improved systems for airborne delivery of support. AMTDU also provides Army air logistics training.
- The *Air Mobility Control Centre (AMCC)* is responsible for the effective application

of available ADF air mobility resources through the planning, organisation, control and monitoring of air mobility missions. These missions include support and participation in exercises, in operations such as humanitarian assistance and disaster relief, and in the provision of air mobility support to the ADF.

- The *C-27J Spartan Transition Team* is responsible for the introduction of the C-27J Spartan at No 35 Squadron, and will remain extant until the attainment of Initial Operational Capability (IOC) for this aircraft.



Surveillance and Response Group

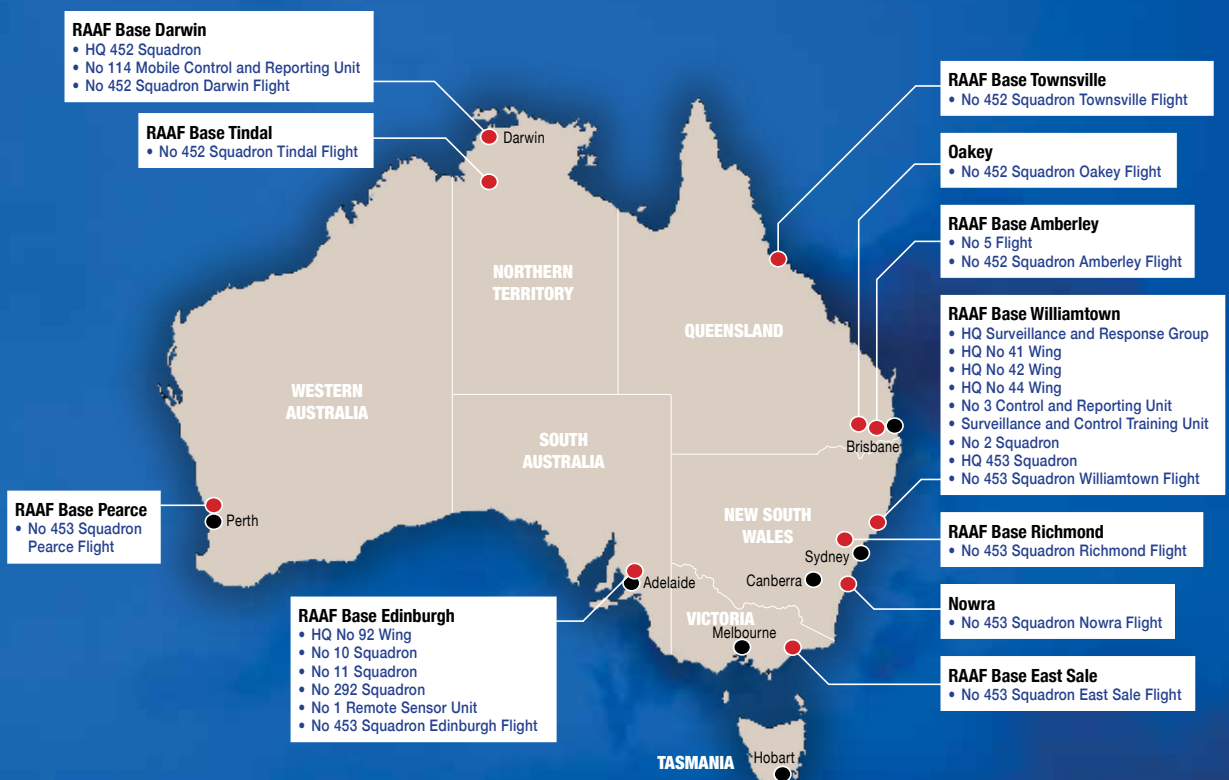
Surveillance and Response Group (SRG) provides Air Force's core Intelligence, Surveillance and Reconnaissance (ISR) capability, although key intelligence capabilities are delivered through Aerospace Operational Support Group. SRG comprises 2300 personnel. The FEG provides the surveillance, reconnaissance, air-battle management, ATC and maritime response capability for the ADF.

SRG operates Air Force's AP-3C Orion and E-7A Wedgetail aircraft and is responsible for employment of the Heron unmanned aerial system (UAS). SRG also provides:

- battlespace management using the Vigilaire command and control system
- Wide Area Surveillance (WAS) using the Jindalee Operational Radar Network (JORN)
- Air Force's space capability and
- Air base air traffic services (ABATS) at Air Force's main bases and forward operating bases. The ABATS capability includes provision of air traffic control services for civilian operations at joint-user airfields.

SRG has assets and detachments located in all mainland Australian states, as well as in Malaysia and other overseas locations. The group's major formations are based at:

- RAAF Base Williamtown near Newcastle, New South Wales



- RAAF Base Edinburgh near Adelaide, South Australia and
- RAAF Base Darwin in Darwin, Northern Territory.

SRG Capability Elements

Headquarters SRG, at RAAF Base Williamtown, commands four wings:

No 41 Wing is primarily responsible for providing continuous wide-area surveillance, airspace control and execution of air and space battle management activities, utilising the Vigilant command and control system. No 41 Wing includes all of Air Force's air defence ground environment operational and training units.

- No 3 Control and Reporting Unit (3CRU) preparing for, conducting and sustaining effective fixed and deployed aerospace surveillance and battlespace management in support of national homeland defence.
- Surveillance and Control Training Unit (SACTU) providing training for air combat officer air battle managers and air surveillance operators to enable them to perform effective air battle management and surveillance operations.
- No 114 Mobile Control and Reporting Unit (114MCRU) providing deployed tactical aerospace battle management in support of directed joint and combined operations.
- No 1 Remote Sensor Unit (1RSU) operating the Jindalee Operational Radar Network (JORN). JORN comprises three Over-the-Horizon Radars (OTHRs) and the JORN Coordination Centre (JCC) at RAAF Base Edinburgh to form part of a layered surveillance network providing

coverage of Australia's northern approaches. No 1 Remote Sensor Unit (RSU) will also operate the space surveillance telescope (SST) and space surveillance C-band radar capability once accepted into operational service.

No 42 Wing comprises No 2 Squadron and operates the E-7A Wedgetail airborne early warning and control (AEW&C) capability. The E-7A Wedgetail operates a multi-role electronically scanned array (MESA) radar and a comprehensive communications and tactical data link suite. Wedgetail is a command, control, communications, intelligence, surveillance and reconnaissance (C3ISR) capability that correlates information from a wide variety of sources for distribution among friendly air, land and surface units.

No 44 Wing comprises Nos 452 and 453 Squadrons to manage all military ATC flights across Australia and the ATC technical ground electronic services (GES) workforce. No 44 Wing provides:

- military airspace management and ABATS for civil domestic and international aircraft, ADF and foreign military aircraft through the delivery of aerodrome and radar control services
- tactical ATC of forward airfields
- battlespace management in support of all ADF elements and
- amphibious airspace control in support of Navy operations and other airspace activity, both within Australia and for operational deployments.

No 92 Wing comprises Nos 10, 11 and 292 Squadrons. No 92 Wing conducts maritime patrol, anti-submarine warfare (ASW), anti-surface warfare (ASUW) and ISR operations. The wing operates the AP-3C Orion aircraft.

No 92 Wing also conducts search and survivor assistance missions throughout Australia's region of responsibility. The wing conducts simulation and training for air and ground crews at No 292 Squadron.

More recently, additional ISR capabilities with No 5 Flight, which operates the Heron UAS, have provided No 92 Wing with an additional versatile option to support a wide range of ADF operations. For example, this capability delivered critical information support to ADF operations in Afghanistan and the experience gained from operations with this and like capabilities provides a sound base for SRG

to seamlessly induct new systems such as the Triton UAS.

Future Systems

Future acquisitions for SRG include the P-8A Poseidon advanced maritime ISR and response (MISRR) aircraft, the multi-mission MQ-4C Triton UAS and a nationalised ATC system to be provided through a joint civil-military air traffic management (ATM) harmonisation project with the civil ATC provider, Airservices Australia.



Aerospace Operational Support Group

Aerospace Operational Support Group (AOSG) enhances and extends ADF combat capability by providing comprehensive, timely and integrated operational support that contributes to enhanced battleworthiness, improved mission success and increased crew survivability. AOSG provides this capability across the ADF and the wider Department of Defence.

AOSG personnel include over 740 Air Force and a number of Army, Navy, APS and defence industry personnel. AOSG operates a variety of aircraft for test and evaluation activities to enhance the airworthiness and battle worthiness of ADF aircraft and systems and to integrate new systems and

procedures. AOSG is also responsible for projects aimed at delivering a centralised ISR processing, exploitation and dissemination (PED) capability. These projects are the:

- Trial Joint Airborne ISR Exploitation Environment (JAISREE)
- Distributed Ground System – Australia (Interim) [DGS-AUS (I)] and
- DGS-AUS.

In addition, AOSG is responsible for the Woomera Range Complex (WRC) in the north-west of South Australia; and the provision of operational support functions and agencies.

Headquarters AOSG and most of its units are based at RAAF Base Edinburgh, near Adelaide, South Australia. The headquarters commands the following formations:

Aerospace Operational Support Group



- *Development and Test Wing (DTWG)*, responsible for aeronautical information support and development and test of new systems and
- *Information Warfare Wing (IWWG)*, responsible for intelligence, electronic warfare and information operations support.

Development and Test Wing (DTWG) is responsible for the supervision, planning, project management, tasking and co-ordination of activities delivered by the following units:

- Aeronautical Information Service – Air Force provides the ADF and Airservices Australia with tailored, accurate and current aeronautical information in both

printed and electronic formats to support air operations

- Aircraft Research and Development Unit provides flight test expertise for the ADF. This unit plans, conducts and analyses test and evaluation activities of existing and new Air Force and Army aircraft to enhance the capabilities of fixed- and rotary-wing aviation aerospace weapons systems
- Aerospace Systems Engineering Squadron designs and develops non-standard modifications, special test equipment and facilities, and telemetry functions to support ground and flight tests
- Aircraft Stores Compatibility Engineering Squadron is the ADF design authority



for aircraft stores compatibility and air weapons engineering and

- RAAF Institute of Aviation Medicine ensures the effectiveness and safety of ADF air operations by conducting research and training ADF aircrew to understand and manage the physiological challenges of flight.

Information Warfare Wing (IWWG) is responsible for supervision, activity coordination and tasking of the following units.

- Joint Electronic Warfare Operational Support Unit (JEWOSU) provides electronic warfare support to the Navy, Army and Air Force. The unit also provides subject matter advice to the CASG and Intelligence and Security Group.
- No 87 Squadron produces timely and precise Air Force intelligence and combat targeting products and expertise to the operational and tactical levels of Air Force.
- No 460 Squadron is Air Force's target intelligence squadron. In collaboration with the Australian Geospatial-Intelligence Organisation (AGO), it provides accurate and timely geospatial and target intelligence, and timely imagery analysis in support of military operations.
- No 462 Squadron seeks to exploit, and protect against exploitation of the information domain and supports operational commanders in providing

a secure information environment to support air operations.

- Air Intelligence Training Flight develops and delivers all source air intelligence training to prepare air intelligence analysts and officers to meet the needs of Air Force's intelligence capability.

Headquarters Woomera Test Range (HQWTR) is responsible for the operational management of the Woomera Range Complex (WRC), and the tactical management of the WTR in support of both Defence and wider national objectives, delivered through the following sub-formation elements.

- HQWTR Plans and Support Branch is responsible for operational planning and coordination of access to and use of the WRC within the provisions of discrete Federal legislation governing the operation of the WRC/WTR in support of Defence and national objectives.
- HQWTR Trials Management Branch is responsible for the tactical management of approved test and evaluation activities at the WTR and for the provision of operational environments at the WTR to support defence-directed testing of air-, space- and ground-based weapons systems; defence-directed testing and disposal of hazardous war materials; defence-directed activities supporting the conduct of force preparedness and other warfighting readiness training, testing, and evaluation; and Commonwealth directed activities supporting other national objectives.

Combat Support Group

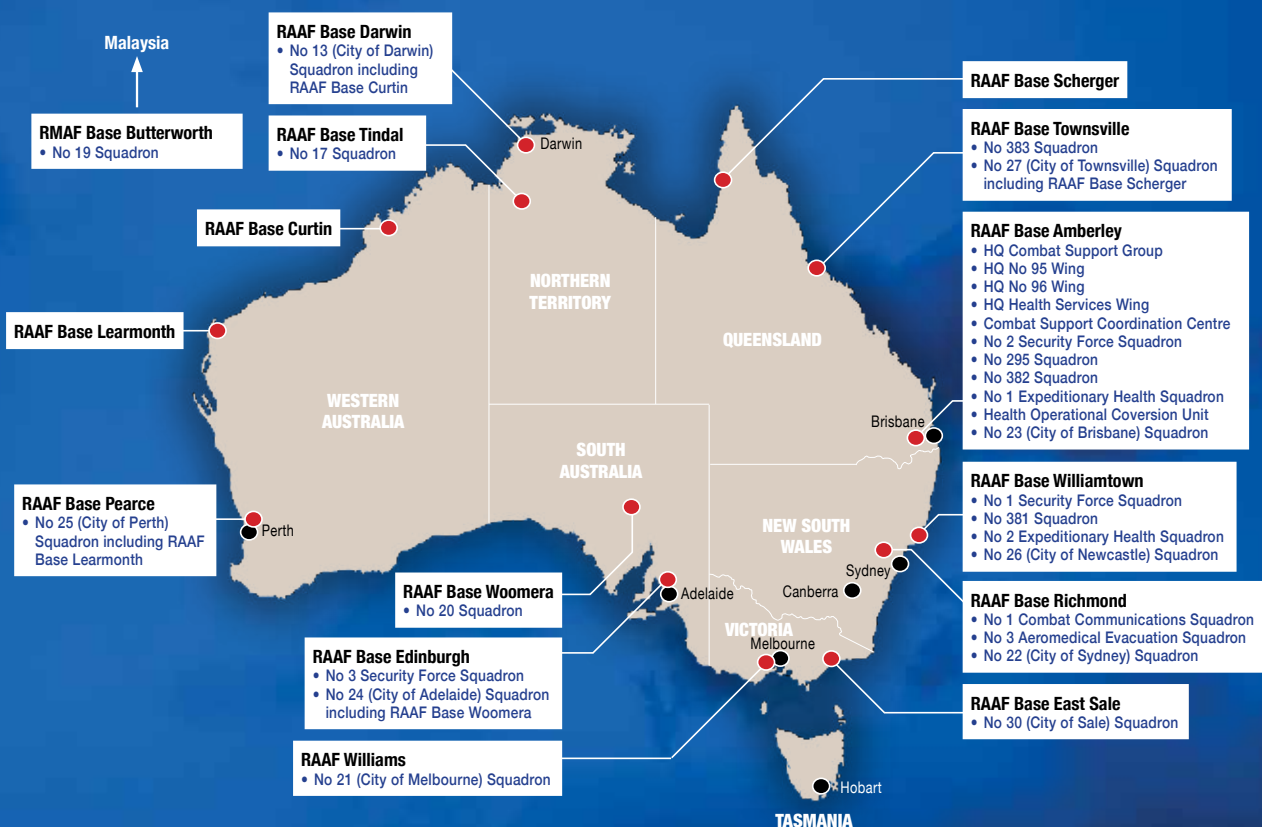
Combat Support Group (CSG) provides air base operation support services to all Air Force formations and, when applicable, ADF and coalition aviation formations. CSG has a breadth of personnel and systems to conduct, support and enable Air Force roles including command and control, force protection, and force generation and sustainment.

With over 5400 personnel, CSG is Air Force's largest FEG, and maintains the capacity to concurrently establish and maintain an expeditionary major air base in a low threat environment in the immediate region, establish an expeditionary small air base within the immediate region in a high threat level, and open and operate an

airhead in a forward location to enable air power operations. CSG is responsible for providing command and cadre staff for Air Force permanent bases across Australia. CSG also manages the three RAAF prepared bare bases:

- RAAF Base Learmonth near Exmouth, Western Australia
- RAAF Base Curtin near Derby, Western Australia and
- RAAF Base Scherger near Weipa, Queensland.

CSG provides the support elements required to generate and conduct Air Force missions where and when needed. To meet this role, CSG has a range of equipment including tactical communication systems, Panther fire trucks, Bushmaster protected-mobility troop



vehicles, light weight and light capability G-wagons, and military working dogs. By design, CSG is able to draw the capability for any combination of air base support functions from a fixed base and tailor an expeditionary package designed to meet the combat support needs of a specific mission and/or aircraft. By maintaining a cadre of well trained and prepared personnel, CSG provides air base support wherever needed with the smallest possible force. This ability to minimise its deployed force ensures that CSG provides rapid, responsive delivery of agile and effective expeditionary air base support to air operations wherever Air Force is directed by Government to operate.

Combat Support Group Structure

CSG has personnel located on every RAAF Base across Australia, as well as in Malaysia and other overseas locations. The FEG's major formations are based at:

- RAAF Base Amberley near Brisbane, Queensland
- RAAF Base Williamtown near Newcastle, New South Wales
- RAAF Base Richmond near Sydney, New South Wales
- RAAF Base Townsville, in Townsville, Queensland and
- RAAF Base Edinburgh, near Adelaide, South Australia.

CSG Units

Headquarters CSG, at RAAF Base Amberley, commands the Combat Support Coordination Centre (CSCC) and three major wings:

- *No 95 Wing*, providing expeditionary combat air base support capability

- *No 96 Wing*, providing air base support at Air Force permanent bases, bare bases and support to expeditionary air base capability and
- *Health Services Wing*, providing deployable operational health support.

CSG Capability Elements

No 95 Wing prepares and provides interoperable expeditionary combat air base support capability to air operations and other directed activities in a joint and interagency environment. *No 95 Wing* comprises the following capabilities.

- *Security forces squadrons.* Nos 1, 2 and 3 Security Forces Squadrons provide force protection, security and fixed and expeditionary air base defence for the conduct of Air Force and ADF operations. With headquarters at RAAF Bases Williamtown, Amberley and Edinburgh, these squadrons also have detachments supporting other air bases.
- *Contingency response squadrons.* Nos 381, 382 and 383 Squadrons are capable of deploying at very short notice to provide effective air base operations in austere conditions at a forward location in a low threat environment and/or provide the initial element to establish a major air base within the region to ensure a smooth transition to ongoing operations.
- *Expeditionary air base recovery.* No 65 Squadron was formed on 1 July 2015 to deliver explosive ordnance demolition and airfield engineering capabilities. These capabilities assist in; assessment of potential air bases, preventing damage to air bases, repairing damage

that may occur, and restoring flying and base operations.

- *Communications and information systems support.* No 1 Combat Communications Squadron (CCS) provides tactical and temporary communications and information systems support to operations, exercises and other activities in support of Air Force and the ADF.
- *Operational conversion training.* No 295 Squadron is the primary provider for individual operational conversion, collective training, standardisation and preparedness for CSG.

No 96 Wing is responsible for the delivery of fixed air base combat support to enable air operations for ADF, allied and regional forces operating from Air Force permanent

air bases and bare bases. No 96 Wing also provides support to expeditionary combat air base capability to enable deployed air operations. Other service providers, such as the Estate and Infrastructure Group, assist No 96 Wing to provide the air base support necessary to enable the generation and delivery of air power from Air Force's operational air bases. No 96 Wing comprises:

- Nos 13, 17, 20, 21, 22, 23, 24, 25, 26, 27 and 30 Squadrons supporting air bases across Australia and
- No 19 Squadron, based in RMAF Base Butterworth, Penang, Malaysia, supporting ADF operations and exercises in South-East Asia.

Health Services Wing. Health Services Wing delivers operational health support wherever

No 95 Wing	No 96 Wing	Health Services Wing
No 1 Security Forces Squadron (RAAF Base Williamtown)	No 13 (City of Darwin) Squadron	No 1 Expeditionary Health Squadron (HQ - RAAF Base Amberley)
No 2 Security Forces Squadron (RAAF Base Amberley)	No 17 Squadron (RAAF Base Tindal)	No 2 Expeditionary Health Squadron (HQ - RAAF Base Williamtown)
No 3 Security Forces Squadron (RAAF Base Edinburgh)	No 19 Squadron (Based at RMAF Base Butterworth, Malaysia)	No 3 Aero-Medical Evacuation Squadron - RAAF Base Richmond
No 1 Combat Communications Squadron (RAAF Base Richmond)	No 20 Squadron (Woomera)	Health Operational Conversion Unit - RAAF Base Amberley
No 381 Squadron - RAAF Base Williamtown (Contingency Response)	No 21 (City of Melbourne) Squadron	
No 382 Squadron - RAAF Base Amberley (Contingency Response)	No 22 (City of Sydney) Squadron	
No 383 Squadron - RAAF Base Townsville (Contingency Response)	No 23 (City of Brisbane) Squadron	
No 295 Squadron - RAAF Base Amberley (Operational conversion)	No 24 (City of Adelaide) Squadron	
	No 25 (City of Perth) Squadron	
	No 26 (City of Newcastle) Squadron	
	No 27 (City of Townsville) Squadron	
	No 30 (City of Sale) Squadron	

and whenever needed, and provides deployable health facilities as part of flexible air base support operations. This includes the provision of expeditionary and fixed base health support to Air Force and wider ADF operations. Health Services Wing comprises the following units.

- Nos 1 and 2 Expeditionary Health Squadrons, providing deployable health support to air operations. These squadrons have headquarters at RAAF Bases Amberley and Williamtown, with detachments providing health support at other operational air bases.
- No 3 Aeromedical Evacuation Squadron, providing an ADF domestic and expeditionary aeromedical evacuation capability.
- Health Operational Conversion Unit, providing military health education and training for Defence Health personnel.

As an example of expeditionary health support, in August 2010, Health Services Wing (HSW) contributed to a whole-of-government humanitarian aid effort in

response to the devastating flash floods in northern Pakistan that occurred during late July. The disaster resulted in 20 per cent of the total land area (approximately 796 095 square kilometres) being flooded, the death of 1700 people and the destruction of 1.9 million homes. The military contribution to Operation PAKISTAN ASSIST II Australian Medical Task Force was predominantly Air Force, with HSW, supported by other elements of CSG, deploying an expeditionary health facility to Kot Addu in the central Punjab Region during the crisis.

Combat Support Coordination Centre (CSCC). CSCC is the operations, planning and coordination centre for all CSG expeditionary missions. Its primary role is to meld direction from both HQJOC (through the AOC) and HQAC, and then provide CSG tactical units with mission-specific guidance. Acting as CSG's Operations Centre, the CSCC also liaises closely with the FEG's three wings to deliver effective air base support whilst continuing the RTS activities required to maintain CSG's preparedness for operations.



Air Force Training Group

Overview

Air Force Training Group (AFTG) has primary responsibility to train Air Force personnel and selected personnel from Navy, Army and overseas defence forces. This includes the provision of common recruit and officer training; initial employment training; initial pilot training and aviation training for air combat officers. AFTG is also responsible for delivery of selected postgraduate training and Air Force's Professional Military Education and Training (PMET) continuum. In addition, AFTG supports a substantial portion of Air Force's public relations program through the Air Force Roulettes

aerobatic team, Air Force Band, Air Force Balloon and RAAF Museum.

AFTG capability

The successful delivery of Air Force's next generation capabilities will rely heavily on the well trained personnel that AFTG will deliver through leading edge training on modern air power systems. To ensure this outcome into the future, AFTG is engaged in major investments in future training such as Project AIR 5428 (Pilot Training System) that will ensure effective and efficient training of future aviators.

Other Air Force training. In addition to the training provided by AFTG, Air Force personnel also train alongside members of the Army and Navy at joint training



establishments such as the Australian Defence Force Academy, the Australian Command and Staff College and the Defence Strategic Studies Course. Joint training is the responsibility of the Australian Defence College, and Air Force provides both students and staff to these joint training establishments. Additionally, selected members of Air Force attend overseas courses with international partners and allies.

Air Force Training Group employs approximately 1100 personnel, with units primarily located at RAAF Williams on the outskirts of Melbourne, Victoria; RAAF Base East Sale near Sale, Victoria, RAAF Base Pearce, near Perth, Western Australia and

RAAF Base Wagga near Wagga Wagga, New South Wales. RAAF Williams comprises the two bases of Laverton and Point Cook, which previously existed as two separate RAAF Bases. RAAF Williams is also host to the ADF's Defence Force School of Languages and the Defence International Training Centre (DITC).

Headquarters AFTG, at RAAF Williams, commands three major elements:

- *Air Training Wing*, responsible for conducting basic and instructor training for pilots, air combat officers, operations officers and joint battlefield airspace controllers and combat survival



training for Air Force and selected ADF personnel

- *Ground Training Wing*, responsible for overseeing over 180 post-initial employment training (PIET), entry level and specialist training courses and
- *RAAF College*, responsible for all initial, career development, promotion and leadership training.

AFTG is also responsible for:

- *Air Force Roulettes*, Air Force's elite aerobatic display team
- *Air Force Balloon*, providing a valuable public relations capacity
- *Air Force Band*, supporting Government and Air Force ceremonies and parades in Australia and overseas and
- *RAAF Museum*, offering an insight into the history of Australian military aviation from the pre-World War I era to current capabilities.

AFTG Capability Elements

Air Training Wing

Air Training Wing manages the following units.

- No 2 Flying Training School at RAAF Base Pearce, operating Pilatus PC-9/A aircraft for pilot training.
- Central Flying School at RAAF Base East Sale, also operating the PC-9/A for pilot instructor training.
- Combat Survival Training School at RAAF Base Townsville.
- ADF Basic Flying Training School at Tamworth.
- School of Air Warfare, at RAAF Base East Sale providing aviation training for

air force air combat officers and navy aviation warfare officers utilising a fleet of eight King Air aircraft operated by No 32 Squadron. The aircraft are fitted with console-based training and simulation equipment and supported by a suite of ground-based simulators.

- School of Air Traffic Control, at RAAF Base East Sale.
- No 32 Squadron at RAAF Base East Sale, operating KA350 King Air aircraft that support the School of Air Warfare. An additional eight King Air aircraft are based at RAAF Base Townsville in Queensland. These aircraft are operated by No 38 Squadron for air mobility support, pilot development, imagery acquisition and command and control.
- RAAF Museum, at RAAF Williams (Point Cook), which offers a unique insight into the history of Australian military aviation from the pre-World War I era Boxkite aircraft, through to World War II Boomerang and Catalinas, Vietnam era UH-1B Iroquois, and more recently F-111 and C-130H Hercules. Visitors to the Museum will see aircraft from all eras of Australian military aviation and will also have the opportunity to see detailed aircraft restorations and special exhibitions.

Ground Training Wing

Ground Training Wing oversees training for employment groups including security, fire, ground defence, administration, logistics, technical trades, and explosive ordnance.

The wing acts as the Training Development and Quality Assurance Authority for courses conducted at:

- Defence Explosive Ordnance Training School
- RAAF School of Technical Training
- RAAF Security and Fire School and
- RAAF School of Administration and Logistics Training.

RAAF College

RAAF College provides administrative oversight to, and manages:

- No 1 Recruit Training Unit at RAAF Base Wagga
- Officers’ Training School at RAAF Base East Sale
- School of Postgraduate Studies at RAAF Base Wagga
- Corporal promotion centres at RAAF Bases Richmond and Amberley and
- Air Force Band, at RAAF Williams which supports Government and Air Force ceremonies and parades, both in Australia and overseas.

In addition to managing those units, RAAF College is also responsible for No 31 (City of Wagga Wagga) Squadron and the RAAF

Band. No 31 Squadron administers base-wide support activities to enable other units at RAAF Base Wagga to effectively and efficiently conduct induction and training.

Air Force Roulettes

The Roulettes, drawn from the instructional staff at the Central Flying School, provide technically demanding, spectacular, flying displays to the public. When the Roulettes are not delivering these displays, they teach qualified RAAF pilots to become flying instructors at the Central Flying School at RAAF Base East Sale in Victoria.

Air Force Balloon

The Canberra-based balloon often travels to regional or remote communities that do not have an airport. These visits are an opportunity for members of the community to meet Air Force personnel, introduce young people to aviation and inspire an interest in the RAAF. Because the balloon can launch from small open spaces, such as school ovals, they regularly visit schools around Australia where staff deliver aviation related education programs.

Air Training Wing	Ground Training Wing	RAAF College
No 2 Flying Training School Combat Survival Training School ADF Basic Flying Training School Central Flying School School of Air Warfare School of Air Traffic Control No 32 Squadron RAAF Museum	RAAF School of Technical Training RAAF Security and Fire School RAAF School of Administration and Logistics Training Defence Explosive Ordnance Training School	School of Post Graduate Studies Officers’ Training School No 1 Recruit Training Unit Air Force Band No 31 Squadron



Air Force Reserve

The Reserve operates across the continuum of Air Force functions and missions performing day-to-day support and mobilisation roles in peacetime, warlike, contingency, domestic and humanitarian emergencies.

The Reserve's primary focus has shifted from a purely strategic role to a day-to-day support role whilst retaining its requirement to provide a workforce surge capability in the event of a major contingency.

Since 2006 Reserve members have been fully integrated within Air Force, tri-Service units and non-Service organisations across Australia. The Reserve comprises all Permanent Air Force musters and specialisations and several Reserve-unique employment streams.

Reserve personnel are a direct enabler to Air Force capability by providing niche support on a part-time basis in roles that do not require a full-time person allocated to a task. The employment of Reservists in this manner provides greater flexibility to the Air Force and at the same time meets the requirements of many Reserve personnel.

There are two main categories of Reserve service:

- Operational Reserve (with training obligations) contains 4000 members and
- Standby Reserve (no training obligations) contains 4300 members.

The Operational Reserve comprises the High Readiness Reserve, the Active Reserve and the Specialist Reserve (includes personnel with specialist skills, such as the medical, legal, chaplaincy and public relations professions).

Approximately one-third of Operational Reserve members serve 'part-time' support daily operations, including overseas deployments. In recent years, the Operational Reserve provides an annual equivalent of about 750 staff years of service.

The cost effective Reserve workforce retains the training and experience investment in former permanent members who transfer to the Reserve (70% of reserve) blended with the valuable skills and experiences brought by Direct Entry reservists from the public and private sectors.

The integrated workforce structure has provided significant additional capabilities, encouraging identification of further opportunities to better utilise the Reserve, to assist new systems being introduced in the coming decade.

Australian Air Force Cadets

The Australian Air Force Cadets (AAFC) is a community based, youth development organisation with an aviation focus that is administered and supported actively by the Air Force.

The AAFC was formed in 1941 as the Air Training Corps (ATC) as part of the Empire Training Scheme. Its original aim was to provide pre-entry training for air and ground crews for the RAAF during World War II. The 75th anniversary is to be celebrated across Australia in 2016.

The AAFC evolved from the ATC as an effective and popular youth development organisation for boys and girls between the ages of 13 and 18 years of age who are Australian citizens and who are physically

able to participate in some of the many and varied activities on offer.

Cadets attend weekly parades (as well as holiday encampments) where they have a set training syllabus with topics such as Service Knowledge, Aviation, Fieldcraft, Survival, Drill and Ceremonial. The training imparts new knowledge and the cadets acquire valuable life skills and develop qualities such as leadership, self reliance, self discipline, self respect, good communication, teamwork and citizenship.

As well as the standard syllabus areas of interest, the AAFC offers young people new opportunities and training in powered

flying, gliding, engineering (basic aeroskills), aero-modelling, firearms handling and safety, musician skills, first aid courses and adventure training. Cadets also have the opportunity to apply for the International Air Cadet Exchange Program (IACE) and to complete the Duke of Edinburgh Awards scheme.

There are 6800 Cadets and 840 volunteer Officers of Cadets and Instructors of Cadets in each state and territory.

All interested persons may access information about the AAFC at:
www.aafc.org.au.





Acronyms

These acronyms are used in this booklet.

AAFC	Australian Air Force Cadets	CCS	Combat Communications Squadron
ABATS	air base air traffic services	CJOPS	Commander Joint Operations
ACG	Air Combat Group	CSG	Combat Support Group
ADF	Australian Defence Force	CSCC	Combat Support Coordination Centre
AEW&C	airborne early warning and control	DACAUST	Deputy ACAUST
APS	Australian Public Service	DCAF	Deputy Chief of Air Force
ACAUST	Air Commander Australia	DGACOPS	Director General Air Command Operations
AFHQ	Air Force Headquarters	DGAIR	Director General Air
AFI	Air Force Improvement	DGCP-AF	Director General Capability Planning–Air Force
AFTG	Air Force Training Group	DGSP-AF	Director General Strategy and Planning–Air Force
AOC	Air and Space Operations Centre	DGPERS-AF	Director General Personnel –Air Force
AOSG	Aerospace Operational Support Group	DGRES-AF	Director General Reserves –Air Force
ALS	air logistics support	DGS-AUS	Distributed Ground System – Australia
AMCC	Air Mobility Control Centre	DGTA	Director General Technical Airworthiness
AME	aeromedical evacuation	DTWG	Development and Test Wing
AMG	Air Mobility Group	EW	electronic warfare
AMTDU	Air Movements Training and Development Unit	FAC	forward air control
ASW	anti-submarine warfare	ISR	intelligence, surveillance and reconnaissance
ASuW	anti-surface warfare	FEG	force element group
ATM	air traffic management	HQAC	Headquarters Air Command
C3ISR	command, control, communications, intelligence, surveillance and reconnaissance	HQJOC	Headquarters Joint Operations Command
CAF	Chief of Air Force		
CASG	Capability and Sustainment Group		

HQWTR	Headquarters Woomera Test Range	MISRR	maritime ISR and response
HSW	Health Services Wing	MRTT	multi-role tanker transport aircraft
ISR	intelligence, surveillance and reconnaissance	OTHR	over-the-horizon radar
IWWG	Information Warfare Wing	PC-9A	Pilatus PC-9 training aircraft
JORN	Jindalee Operational Radar Network	PED	processing, exploitation and dissemination (of intelligence)
JTAC	joint terminal attack controller	PMET	Professional Military Education and Training
JAISREE	joint airborne ISR exploitation environment	RTS	raise, train and sustain
JEWOSU	Joint Electronic Warfare Operational Support Unit	SRG	Surveillance and Response Group
JOC	Joint Operations Command	UAS	unmanned aerial system
MESA	Multi-role Electronically Scanned Array	WRC	Woomera Range Complex
		WTR	Woomera Test Range



Airman's Code

I am an Australian Airman

I inherit a proud tradition

I follow in the footsteps of many fine Australians

Their legacy is my future

I am an Australian Airman

The air is our domain

I strive for excellence in all that I do

To protect our skies, our country, the land I love

I am an Australian Airman

I live for my family, work with my mates,
support my community and fight for my nation

I am a valued member of the Air Force team

I do what is right

I am an Australian Airman

