



**AIR FORCE**

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

**Air Force Mission:** Air Power for Australia's interests.

**Air Force Values:**

Respect

Excellence

Agility

Dedication

Integrity

Teamwork



Tomorrow's Air Force will be fundamentally different.

Our new platforms—such as the E-7A Wedgetail, P-8A Poseidon, MQ-4C Triton, EA-18G Growler and F-35A Lightning II aircraft—demand new operating concepts, support arrangements and sustainment processes.

Our operating environment will be increasingly complex, with high volumes of rapidly produced data moving along contested lines of communication to challenge our decision capacity.

In order to exploit our new capabilities and win in challenging operating environments, we need to transform ourselves into an integrated, networked force. A force with the freedom of action in the air, space, electromagnetic and cyber domains required to deliver air power for Australia's interests, in all operating environments.

We need to evolve our techniques, tactics and procedures to work as a champion team, not a team of champions. We also need to work alongside Army, Navy, our international partners and industry to ensure our future networked force is capable of working effectively with them across the spectrum of conflict.

Air Force is preparing a fully integrated fighting force for tomorrow that will continue to provide the most rapid, effective and responsive military options for the Australian Government.

Air Marshal Geoff Brown, AO  
Chief of Air Force

A handwritten signature in black ink, appearing to read 'Geoff Brown'.



**Jericho Vision:** To develop a future force that is agile and adaptive, fully immersed in the information age, and truly joint.

Over the next few years, Plan Jericho will lead the Air Force transformation across almost every aspect of our enterprise—systems, operations, training, simulation, acquisition, sustainment and personnel management—in order to fully realise the opportunities afforded by the latest technologies.

Plan Jericho will confront the challenges posed by new capabilities, emerging technologies and our changing strategic environment. It will provide clear direction for our future force.

This is not the final plan, but rather the first step to meet our challenge of transformation for 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.

## What is Plan Jericho?

Plan Jericho will transform Air Force into a fifth-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. We will not maintain our technological edge if we stand still.

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

Our fully integrated Air Force will:

- Be more agile and adaptive
- Have extended reach
- Hit harder with greater precision
- See further
- Distribute information more quickly

## Theme 1: Harness the Combat Potential of an Integrated Force

The Air Force of the future will be a networked and integrated force. Operators and commanders at all levels will need to exploit the full capabilities of each system in the force, and not operate in isolation. Our future force capabilities will transcend traditional organisational structures; our concept of operations and our collective training must evolve to support this.

One of the primary outputs of Plan Jericho will be renewed operational concepts for the future force. These will outline the way the Air

Force of the future will fight and win through enhanced command and control, information sharing and decision superiority.

We will need to modernise our training systems and philosophies, with an enhanced focus on simulation and experimentation. Training in the future will be a seamless blend of live, virtual and constructive events across multiple platforms and services. Our collective training must challenge the total force across a range of operating environments.





Each system by itself is very capable, but designed to be used in an integrated system and will change how Air Force interacts with Navy and Army, as well as our allies.

We cannot be complacent, and assume that simply by having the F-35A aircraft we have a fifth-generation capability. We need to think about how we employ our air combat forces, as a system of systems. Developing and evolving concepts and tactics that best exploit the new capabilities are vital. It will be a challenge, especially with the transitions in aircraft and technology.

Air Marshal Geoff Brown, AO  
Chief of Air Force

The introduction of the EA-18G Growler Airborne Electronic Attack (AEA) capability represents a significant increase in the Force Level Electronic Warfare (FLEW) capability of the ADF. To realise the full extent of the Growler contribution to Joint Effects across all ADF operational domains, it is critical to understand the key requirements for effective integration of the platform's capabilities.

Air Force, in consultation with the US Navy, has developed a plan to assess the requirements to integrate the AEA capability acquired through AIR 5349 Phase 3 into Defence. The Growler Transition Office has commenced a study to engage AEA Subject Matter Experts to conduct an AEA Enterprise Analysis in consultation with key stakeholders within Defence to determine the key EA-18G Growler integration factors. The study will inform current and future requirements to achieve and maintain Growler integration as an effective Australian FLEW capability.

Wing Commander Paul Jarvis  
EA-18G Growler Transition Team



## Theme 2: Develop an Innovative and Empowered Workforce

The Air Force of the future will be agile and adaptive, with unprecedented access to information. Our operators and commanders must be capable of excelling in this environment.

We must develop contemporary trade structures and organisations that reflect the requirements of the future Air Force. The way in which we recruit, train and look after our people must enhance our capability, not detract from it. We have accomplished much in this space, with the review of the Air Intelligence workforce and the Maintenance Productivity Improvement Program, but there is more work to be done.

We must continue to build on our achievements and develop contemporary and

streamlined ways of doing business which will allow Air Force to deliver its capability under Plan Jericho.

Most importantly, we must recognise that innovation occurs at all levels of our organisation. We must ensure our command and organisational structures encourage innovation, and give our junior staff the resources and support needed to make real change. We must evolve our education, professional development and flexible career management processes to build an empowered workforce able to successfully innovate within the supporting framework we will establish. We must be willing to accept risk where it is warranted, without compromising the safety of our personnel.



A Heron unmanned aerial vehicle (UAV) is shown in flight, viewed from a high angle. The aircraft is white with a long, slender fuselage and a large, curved nose. It has a V-shaped tail and long, thin wings. The aircraft is flying over a brown, rocky desert landscape. The background shows a vast, arid terrain with some sparse vegetation and a winding path or road. The lighting is bright, suggesting a clear day.

The Deployable Intelligence, Surveillance and Reconnaissance Container Environment (DICE) was tested for the first time with Heron. The DICE received the motion imagery feed from the Heron and conducted remote exploitation of motion imagery in Edinburgh, negating the need to forward deploy personnel to the Ground Mission Station that currently houses the exploitation personnel.

With the DICE, the feed is beamed back from the air vehicle to the Ground Control Station, and then via cable to the DICE and finally via a satellite to Edinburgh. Air Force is exploring a concept for remote reachback support for operations, which offers a range of support options for Government, whether responding to natural disasters or providing support to Army and other Air Force platforms such as the AP-3C Orion and P-8 Poseidon.

## Theme 3: Change the Way we Acquire and Sustain Capability

Air Force must work across Defence, with industry partners and Government to change the way we acquire and sustain capability. We must take advantage of spiral development programs to refresh our systems frequently in order to keep pace with evolving technology.

Once in service, we must be capable of sustaining our capabilities, and getting the most from them across their operational life. Importantly, we must pay more attention

to the enabling capabilities. We will need to work in partnership across Defence and with Defence Industry to accomplish this, strengthening relationships and facilitating interaction through simplified processes.

Air platforms, command and control, and information management systems must be acquired in a deliberate manner, with a full regard for future operating concepts. We must achieve the future Air Force by design.

### What next?

Air Force has established a dedicated Plan Jericho team to develop a detailed framework in 2015.

This plan will further expand on the three Jericho themes to develop more detailed action plans and future operational concepts. These will need to be validated through a rigorous experimentation and simulation program.

The team is looking at both short-term changes to Air Force that can achieve a more

integrated and networked Air Force within the next two years; and to begin the ground work for more complex medium and long term projects that require more comprehensive organisational transformation.

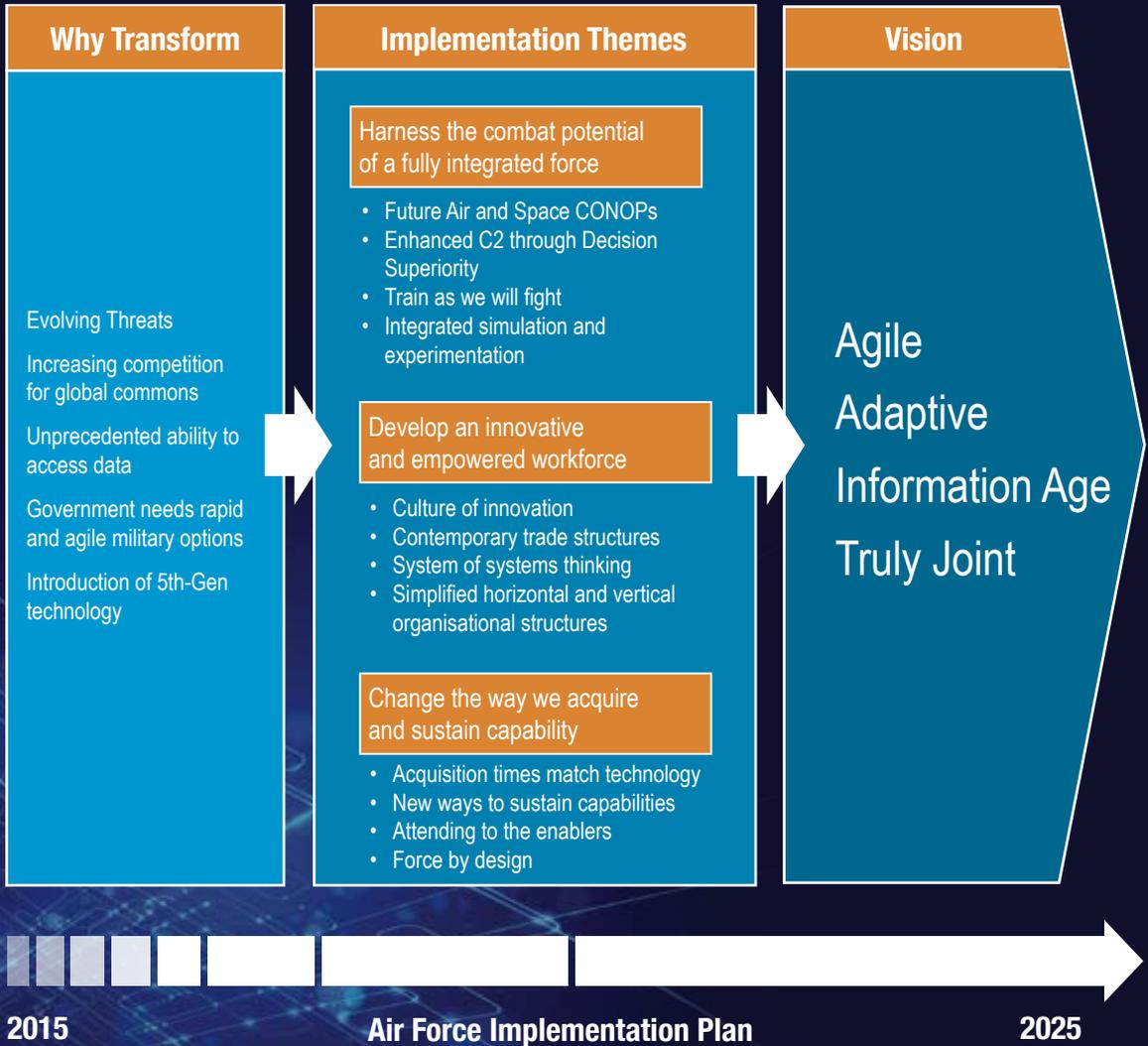
There is much innovative work already underway in Air Force. Plan Jericho will consolidate these activities and set the vector for our future.

To exploit rapidly developing technology, and to ensure Air Force maintains surveillance flexibility and superiority, new approaches are being used to expand the Jindalee Operational Radar Network (JORN) capability. Current development activities have successfully transitioned from a major project to a sustainment-managed activity allowing defence and industry greater program and design flexibility. A new agile development approach for operator display changes will soon be implemented, significantly decreasing the development time for operational improvements. Enhancing the information provided by JORN into Command and Control systems such as Vigilance is a development priority. The next major upgrade to JORN will transition the software architecture from a rigid, highly coupled legacy design, to an open, flexible, and modern approach that will support significantly quicker capability development cycles. The methods, systems and culture underpinning the ongoing development of JORN is changing in response to Air Force's operational need to be flexible and responsive to changing technology and operational situations.

Group Captain Martin Nussio  
Over The Horizon Radar Systems Program Office



# Plan Jericho



The introduction of the C-17A and KC-30A signalled the requirement to shift the centre of gravity of the C-130J away from traditional airlift roles to that of combat mobility. Consequently, my aim is to make 84 Wing a more potent combat arm to provide Defence with highly capable platforms that are supported and flown by adaptable personnel.

This is why AMG has focused on training remediation within the C-130J Hercules fleet, improved training devices, and driven capability upgrades, such as satellite communications and Dynamic Retask Capability that includes Link 16.

Air Commodore Warren McDonald, CSC  
Air Mobility Group



**Jericho Vision:**

To develop a future force that is agile and adaptive, fully immersed in the information age, and truly joint.

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