

"Building Partnerships"

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AFA Air & Space Conference
National Harbor, Maryland
17 September 2012

Ms. Grant: I'd like to begin first with sharing a short video.

[Video shown].

You can't watch a space launch without emotionally connecting to what you're witnessing. If you were there not only would you have seen the ignition and the successful liftoff, but you would have physically felt, been moved by the roar of engines as the craft departed the earth's surface. Sound waves washing over you as we witnessed a modern marvel.

Watching a rocket launch in person is an outstanding experience, like nothing else you've ever seen. What did each of you see out there? A technological marvel. Some of the very best engineering, physics, computer programming, ingenuity and innovation that has ever been captured in a 30 second video. A \$400-plus million wideband global satcom spacecraft on top of a controlled explosion, breaking free of earth's atmosphere on a one-way trip to outer space. That satellite is now being used to transmit mission-critical data to and from our warfighters all over the globe from Albuquerque to al-Udaid, from Barksdale to Bagram.

You have just witnessed about 10,000 things done exactly right. You only get one chance. Lucky for us, or more correctly because of incredibly talented men and women of the U.S. Air Force and our industry partners, we have become very, very good at launching and deploying exceptional space capabilities like the wideband global satcom constellation.

Good afternoon, everybody. I just wanted to get your blood going with that rocket launch.

I just want to say welcome. Thanks for being here. Especially the last workshop presentation of the day. It means a lot.

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I want to thank especially the AFA for inviting me back here for the second year in a row. It's an honor to be invited. I know there are a lot of speakers, a lot of options out there for them to speak speakers and it means a lot to me that AFA is bringing us all together. I look out in the audience. The audience is also bringing industry partners, our air attaches. We actually have the Air Chief from Sweden here today. Thank you, sir, for being here. But anyway, thank you. I'm hoping today, it's an opportunity for me to tell you a little bit about our mission, so I'm hoping that you'll walk away with that.

But first, I do want to know why. Why are you here? And why did you decide to come to this particular session, the last session of the first day?

I'm here today to share with you some perspectives. Perspectives on how global vigilance, global reach, global power cannot be achieved without global partnerships. My goal here today is for each of you to walk out of this conference room with a clearer picture of the importance of establishing a partner culture. Better stated, you will walk out of here today with better focus and better vision, having been exposed to looking at our service through what I refer to as a partnering lens.

Perception is reality. The lenses you choose to look at something with defines how you see it. It's interesting how each of us can look at the same thing -- a video, a picture, or even an object -- and because of our very individual experiences, our biases, our different perspectives, each of you will see and indeed perceive something completely different. I know, because the opportunities I've had serving with coalition partners and having been embedded on two COCOM staffs, it influenced my view of our Air Force quite differently -- I look at our Air Force quite differently now than I did a few years ago.

You see, I've spent most of my 23 year career -- don't start doing the math, I was ten when I started. [Laughter]. Advocating for additional U.S. funding and authority. Focusing on getting our U.S. military what they needed to respond in humanitarian disaster relief and combat operations.

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I used to view our Air Force air, space and cyber mission through a U.S.-only dollar lens. That was then. Having immersed myself in international affairs I see things through a new set of lenses. Metaphorically speaking, I now view our Air Force through a building partnership lens. And like these new reading glasses that I finally gave in to getting just a few weeks ago, I see things more clearly. Much clearer than ever before.

I want to share with you today what I see through my partner lens in the hopes that perhaps my perspective will help you perceive things a little differently as well. At the very least I want to enhance your focus on the importance of international partnerships and how they synergize and enable our Air Force mission.

Take for example the launch you just witnessed. What did you see? Through an operator's lens you might have seen a multi-use, high volume communication satellite for the nation's warfighters. Through a tactician's lens you might have seen a cost-effective, state of the art service that operates both on the X and the KA band -- and I thought my cloud and my iPod were impressive. But what do I see through my partner lens? I see a capable system that neither we nor our partners could have ever created alone.

Many of you may not know the wideband global satcom system is no longer a U.S.-only system. It's part of a seven nation partnership and it's a beginning of a decade-long relationship, a foundation upon which we plan to mature existing partnerships and build new ones.

Our partnership with Australia, our first partner on this particular program, began in 2006. It was put in place in record time. In fact it took less time to develop and negotiate this multi-million dollar agreement than it took to do the on-orbit checkout of the first satellite after that magnificent launch.

This, of course, was only possible because of our strong and trusted relationship with Australia and the clear win/win this opportunity presented.

With Australia's investment in the partnership we were able to expand the constellation from five to six satellites. Australia was able to meet its worldwide requirements,

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supporting mutual national security interests. In January of this year I had the distinct privilege of signing a second agreement to expand the partnership with five additional partners -- Canada, Denmark, the Netherlands, Luxembourg and New Zealand. Altogether our partners now have a capability that otherwise would have been too costly and time-consuming to develop on their own. The U.S. warfighter? Yes. The U.S. warfighter has 20 percent additional capacity at almost no additional cost to the U.S. taxpayer.

If you look at a WTS mission patch you might think that this was pre-ordained because years before our partnership with Australia was even conceived, the mascot of the mission, a mammal endemic to Australia -- the Platypus. Make no mistake about it. Our United States Air Force will be there when our nation calls and we will maintain an operational flexibility to act as required. But because of the work building partnerships in every region around the world in just about every mission area, we will not be there by ourselves.

Thanks to our partnerships we collectively benefit from strategic depth, enhanced information sharing, increased access and interoperability.

The newest member of our Hercules line, the C-130J. The U.S. Air Force workhorse. Through the lens of an operator, hopefully we have a couple of those in the audience here, air crews of the "Herc" see new powerful engines and digital avionics with liquid crystal displays. The Super Hercules has 40 percent greater range, 20 percent higher maximum speed, and 40 percent shorter takeoff distance, joined with 30 percent greater payload. With new engines our air crews can drastically improve climb performance, a necessity in combat operations. This aircraft can access regions using nothing more than a grass or a dirt strip. Through an engineer's lens, I imagine they see the fruits of 50 years of tactical airlift design work and lessons learned in operations on every continent and in literally every nation on earth through all types of operations in war and in peacetime.

Through a congressional leader's lens, the C-130J means jobs for the constituents. Through an industry lens it means sustained aerospace presence and profitability of a highly successful and multi-faceted platform.

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What do I see through my partnering lens? I see a common aircraft with Spain, Belgium, Pakistan, working together to support a disaster ravaged region, providing food, water, and badly needed supplies. A Dutch C-130 and Romanian med-evac team joined together to serve as a flying hospital, helping the injured civilians of yet another nation.

I've had the honor to meet with Air Chiefs from numerous countries over the last two years in this position. I can say that the overwhelming majority of them know this aircraft on sight and know the capabilities it brings to the nation operating it. If they don't have it now, they want it.

Over 60 members of our partner Air Force's have had the opportunity to quickly respond and support both humanitarian and combat missions because of this Hercules. This aircraft, and every variant of it, have been enabled generations of partners to gain skills and experience which have benefited their nation's economic, social, and national security, in countless ways. The C-130 is a tool that allows us to partner with our allies not just in the air, but in every aspect to include trade, logistics, maintenance, tactics and doctrine. This is not just about a single nation deploying a platform. It's about interoperability or capabilities, alignment of skills, and enhancing the culture between our airman-to-airman mission.

The C-17. At cruising speed of .7 Mach, landing on a 3,000 foot runway. Carrying M1 Abrams main battle tanks, a three-point turn unassisted while fully loaded, 18 pallets, using only the directed flow thrust reversers on its four huge turbofan engines. With global range, ability to carry out-sized cargo and the flexibility to land on austere airstrips, the C-17 blends strategic and tactical airlift capability like no other platform in the entire world.

Through my partnering lens I see a unique strategic airlift capability. The concept made possible by a group of international officers from varied backgrounds who were classmates at the Air War College at Maxwell Air Force Base in 2000-2001. Referring to themselves as the Maxwell Mafia, these officers were able to meet several years later, each having moved up to become Air Chiefs of their respective forces. Seizing a unique opportunity to establish an unprecedented consortium of ten NATO and two partnership for peace countries. I believe that because of this enduring friendship and bonds

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that they forged while attending one of our PME schools at Maxwell, they made the heavy airlift wing in Papa, Hungary, a success.

Secretary Donley and I went to Hungary just about two months ago and we were able to see this wing in action. This multinational effort consists of three jointly owned C-17s. Since its inception in 2009 the SAC C-17s have flown more than 8,000 hours, moved 20,000 tons of cargo, delivered tens of thousands of passengers, and supported operations on six continents. These operations have included combat missions in Afghanistan, relief operations in Haiti, and a myriad of other missions. These have been accomplished at a reduced overall cost to each member nation and provide guaranteed access to strategic airlift to meet national requirements including a NATO, European Union, and United Nations commitments.

This partnership is not just with European success. In the Pacific the Royal Australia Air Force C-17s provided support to relief efforts in Japan following the tsunami in 2011. During 12 days of operations the Australian C-17s flew a total of 31 missions, delivered over one million pounds of cargo, food, water, vehicles, personnel and equipment to assist in the relief effort including pumps to douse the Fukushima nuclear power plant.

As described by an Australian group captain who was posted in Japan at the time, "I can tell you the story of how useful it was for us to have the same equipment, similar procedures, and perhaps more importantly, a history and culture of working together so that not only our military personnel but our civilians were able to operate together supporting a natural disaster response in another country."

In Southwest Asia C-17s from the U.S., UK, Australia and Qatar supported humanitarian relief efforts in flood-ravaged Pakistan where record-setting monsoons in 2010 completely devastated the region. U.S. and partner Air Force C-17s and C-130s delivered more than ten million pounds of aid.

In Africa C-17s from Canada participated in deployment and evacuation operations in Libya.

And in the Americas, C-17s from the UK delivered humanitarian aid to Chile following an 8.8 magnitude earthquake

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on February 27, 2010 that toppled buildings and left thousands homeless.

You can see why this is called the Globemaster.

Each of these examples, many others among seven partners who operate the C-17 illustrate direct benefit to the U.S. and our global interests with the expansion of nations who can respond to global emergencies with airlift.

Just last week I was privileged to attend the Berlin Air Show where I met a German C-17 exchange pilot, one of 154 reciprocal exchange personnel between the U.S. forces and 22 partner air forces.

The F-16. I challenge you to find an F-16 pilot that does not love this weapon system unconditionally. Through the pilot's lens, hopefully I have a few of you out there too, they see unparalleled turn capability, substantial advantages across the spectrum of both air-to-ground and air-to-air missions. And above all, combat lethality. They see excellent beyond visual range and many experience at times pulling up to nine times the force of gravity.

I have to share with you, I carry it around everywhere I go. I earned my one-hour patch, 5Gs, did the roll, did the loop. That wasn't my partnering lens I'm talking about, but I got the feeling, I got the high.

But through my partnering lens I see enduring relationships that start with a single platform and 30 years later they are still the centerpiece of a strong relationship.

Pick almost any region of the world and we will find F-16s flying and forming the foundations for many of our air force-to-air force partnerships.

I see a lieutenant colonel from the UAE who is now attending the Air College at Maxwell Air Force Base. I met him during his class visit to the Pentagon just about a month ago. If you can just visualize how proud this lieutenant colonel from UAE was, standing before us, describing his recent experience leading a squadron of Block 60 F-16s to protect innocent lives in his own region of the world to respond to the conflict in Libya. This lieutenant colonel talked about what made this

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possible. UAE purchasing F-16s over ten years ago from the U.S. His experience, receiving U.S. pilot training and instructor upgrade in Arizona with our Air National Guard. He talked about the importance of his experience participating in Red Flag at Nellis where he was part of the multi-spectrum wartime training.

I see not only a well-trained combat experienced F-16 pilot, but a leader with trust and respect not only in the UAE but in the U.S. and the larger coalition. I see an enduring relationship. I see a partner better prepared to enter a coalition, interoperable with the U.S., familiar with our tactics, techniques and procedures. I also see a military with a U.S. Air Force that's better equipped, with the skills to fight in a combined environment as we fine tune our own combat mission sets.

A key point to remember, the benefits of partnering, it goes both ways. I see a pattern with international partners like this lieutenant colonel training in the U.S. with our military. They'll become future leaders in their Air Force and defense departments.

This operational training and relationship building doesn't only happen in the United States. There are multiple countries in the region participating in the Air Warfare Center in UAE, a training venue that takes basic elements of Red Flag and weapons school initial multinational mission package and mission commander training.

When regional nations train together they enhance the security of their own region. This is burden-sharing.

What do you see here? The T-38. This is the most successful jet trainer in the world. Virtually every modern fighter pilot in the U.S. Air Force has been trained in this jet. I could see some of you getting excited when I put the picture up. This sleek little airplane has been the proving ground for a venerable army of air crews. It's been slammed relentlessly onto the runway over and over again as air crews figured out the particulars of landing. Its sturdy airframe, wings and gear have been oversped and over G'd more times than a person can count. It's dropped millions of training bombs, shot missions of instrument approaches and taxied down thousands of wrong runways. [Laughter]. It's an icon for the U.S. Air Force.

And yes, I see something different in my partnering lens. Perhaps an opportunity. Over the last ten years alone over 1500 international students have been trained in some version of this T-38 in the United States. That number doesn't include the pilots trained in the T-38s outside the United States. But T-38 is aging and will sooner rather than later be at the end of its service life. It's so old, in fact, that Jackie Cochran trained on it before she became the first woman to break the sound barrier in 1953. There's been a lot of training in the almost 60 years since. And when it taxis for the last time, the impact will be felt around the flying world.

The significant demand for undergraduate pilot training and the lead-in jet training for the advanced fourth, and fifth generation fighters will not go with it. Perhaps we'll create a new mission, a new vision. Multiple partners working together to put in place a trainer that will prepare the future fighter force of our respective countries to successfully and safely secure borders, keep commerce flowing or [deter] potential adversaries. As you know, we live in the most austere of times and an opportunity to do more together and to do it better than we can do alone, we have proven over and over it's possible.

But the Air Force mission isn't all about training and aircraft, it's about people. Trusted, respected relationships.

During my engagement with Air Chiefs and senior air national partners I look for common security interests, and I can tell you without fail that we have a mutual global security interest. It's common in every one of those that I've met with, and that is the well-being and future of our children.

Here you see some children at an Easter egg hunt participating in arts and crafts, attending a reading awards ceremony. It could easily be your kids, nieces, nephews, grandchildren or my daughter. This is actually a group of children from families assigned to the heavy airlift wing at Papa Base, Hungary. The children are from 12 different countries, learning about different cultures, learning to respect differences, and to celebrate common ideals. We no longer live in a world where the people we care about stay within a village, town or even within our country. Our loves ones travel and live abroad. We all are about global security. Wouldn't it be nice to track these children through their lives

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to see how their unique childhood experience has changed their perspectives? Hopefully we'll see the benefits of our partnering for conflict prevention and global security allowing these children someday to [inaudible] safe to travel, or live anywhere abroad.

That's really the point of all of this. The why.

Secretary Donley has said that international security is a team sport and he could not be more correct in his assessment. It's a team sport because we live in a highly globalized interdependent world. Every country can play in the success or failure of security in this world. We need our allies. We need our partnerships to continue our work for the ultimate goal. The goal is to one day have a peaceful, secure world where as our 32nd President FDR expressed, "where everyone can live without fear."

Ladies and gentlemen, the days of "go it alone," they're over. Some would argue that they have been over for a couple of decades now. Our Chief has put it simply. "It's about joint, it's about coalition, period."

Today our strategies are multinational and increasingly there is an emphasis on working together across borders and regions. Cooperation does not solely benefit our nation's military nor does it solely benefit our partners' militaries. But rather forges relationships to serve as a foundation upon which diplomacy can flourish. It makes for a healthier defense industry and it strengthens our domestic economy -- both critical national security interests. It keeps production lines open for years after we may have stopped it [for our own] system those lines produced. It gives us strategic depth by preserving the highly skilled scientists and engineers and manufacturing infrastructure.

With looming economic and budget challenges, and no less being asked of our military, we must enhance and expand capable partnership. We must, as Secretary Panetta has said, develop and embrace a partnering culture.

This, quite simply is SAF/IA's mission. We develop relationships, we work to build capable allies and partners, expand capacity and establish airman-to-airman relationships that pay dividends well into the future.

Today I've shared with you my perspective, what I see through my building partnership lens. The examples I've shown you are no accident. They start from the smallest interactions. The synergy only grows from there, improving our capabilities, strengthening our force. From reaching out to the children of 12 nations at the heavy airlift wing in Hungary to reaching out to the stars in a multination satellite constellation. Our focus, your lens should be on our global partnerships.

Global vigilance, global power, global reach -- they can't be achieved without global partnerships.

Thanks. [Applause]

What I'm going to do now is I'm going to come down in the audience and take any questions from you that you would like. We have about ten minutes. And if there are some you don't want answered here, I'm pretty open. I'll stay around as long as you want to answer questions outside. Any questions?

Question: Could you tell us a little bit about the challenges of building partnerships now and how they've changed over the last five years or so? What are the particular challenges that we're facing now?

Ms. Grant: I think the biggest challenge, and there are people here from industry, our international partners, will say that's it's export controls. There's been a huge initiative in the Department of Defense to do as much as we can to be more flexible, to increase the speed in which we can respond to a partner. So I'd say export challenges are our biggest thing we're working through right now. We've made huge progress. I can tell you we've streamlined processes within our Air Force and within my organization where industry or a country would come and ask about a certain piece of equipment. It would take six to nine months just to staff that thing around the Air Force to get a yes or a no. Now we've streamlined the process where we can tell you right up front. If it's a no, we can tell you no right up front. If it's a yes, we can tell you yes. There are still some things in the gray area, but I feel like we've streamlined a lot of that. There's still work to be done, but I think back to it's helping that Secretary Panetta has gone out with the new strategy saying we want to instill this partnering culture. That's why the theme today of a partnering lens. And

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export is one big initiative. So that's really exciting to see. And as I quoted, our Air Chief feels the same way strongly about this partnership mission.

Question: A lot of the examples you used are pretty high tech pieces of equipment, so how does the Air Force build relationships with countries who may not have an Air Force or have one not nearly as advanced as ours is.

Ms. Grant: I actually just got back from--

Question: Like Africa.

Ms. Grant: I just got back from - I was going to say a year ago I went to an Africa Air Chief conference and one of the take-aways from that was that they said, you know, Africa isn't Africa. Could you meet with us more regionally? So I just got back from a gathering of Air Chiefs from the northern and the west. They were talking about terrorism in the Trans Sahara region. It was a specific thing they were concerned about.

Most of these air forces in Africa, they don't even control the air. Some of them don't even have air power. So this was just -- They don't even talk to the Air Chief that's on their border, some of them. I'm not talking about all of Africa, I'm talking about some of these Air Chiefs. The U.S. having this venue brought these Air Chiefs who were right next to each other, talking for the first time, some of them.

So those are the types of things we can be able to facilitate. It's all about -- my goal, and my background is financial management. I worked for the last years going to our U.S. Congress getting a lot of money for Afghanistan and Iraq, and I look at the coalition. There's a willing coalition. They want to help, to be a part of it. We need a menu. We need to say how we can team. I think we can start talking to countries, just information sharing. They don't have aircraft. Just sharing what's happening across your borders. So we're working on what I call small ISR [inaudible].

Question: Ma'am, partnering can be a competitive environment, especially when you're talking about geostrategy. We have different interests and [inaudible] with the same potential partner. Can you talk about the competition for partners, geostrategic?

Ms. Grant: Yeah. This is another conversation that I have when I talk to Air Chiefs and some of our closest partners. Instead of I call it tripping each other which is what I saw when I was at Africa Command. Instead of tripping, all trying to do the right thing in Africa, let's get together and have a strategy. We have a NATO strategy, but I'm looking at for the building of partnerships, come together and say okay, you're really good - your country's good at building police; ours is good at ISR; yours is good at fighter pilot training. Figure out what they're all good at and find some synergy there. We're not there yet. If you think about our own military, trying to get between the Army, Navy, Air Force, we're still working through that. But that would be our goal is to start having a more strategic look. And to be frank with you, when I got this position a couple of years ago I felt like oftentimes we were reacting. A country would say I want F-16s, and I'd say okay, I've got a really good team. By the way, the SAF/IA team is the best team I've ever worked with. We've got some great professionals and they're going to lean forward and they're going to make it happen. But I said let's step back and look at it and say are we causing an imbalance in a country? Is it better that they build their army rather than their air force? Are we doing more damage than good?

So we've taken a little bit of a step back and again, recently this is coming - it's the partner paying for it. So we've got to be careful if they ask for something, it's their money for the most part.

Question: I'd like to step out of the FMS, foreign military sales piece, but ask the question, since building partnerships is about those personal relationships and building that trust, what are we doing for the airmen to prep them in cultural, language, those kinds of things, like an [inaudible] program for other regions in the world as we start to shift towards Asia Pacific, as we start to shift to other areas of the region?

Ms. Grant: The Air Force has an international area specialist program where we develop regional specialists. One's called the RAS, PAS. This program has been around for about seven years now. Correct me if I'm wrong. About seven years. Compared to the Army, they've had the foreign area officer program for years and years and years. We keep being compared

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to that. But we're getting there. We don't have right now enough RAS, regional area specialists, to fill all of the embassy billets and the joint international billets that are being requested. So it's a little unbalanced and the requirement's bigger than what we've built.

Again, aggressively, we've made huge progress. But we're continuing to stress the importance. I can tell you I'm the biggest advocate there. Fortunately I sit on - in Air Force lingo, the two-letter - so I sit in on all the Air Force corporate boards. And I'm always, what about international? What about international? And I work with the different functional communities to say, it's important for people to go in and learn cultural relationships.

I really believe every single airman has a responsibility to build partnerships. You have interface with international partners every day. They're representing our Air Force. Every single airman. That's where I'm trying to work this, instilling a partner culture in our Air Force. We need to be thinking about it.

If you don't mind me giving one example, in Africa Command we rolled out a posture statement for the commander. Somebody read it, thought it was the best document, it's going to Congress, it was a U.S. audience. But then if you read it? If you were from Africa and read it, oh, my goodness, we would have just ruined partnerships all over.

So we need to start reading things and thinking about how it comes across to our partners and not look through a U.S.-only lens.

Question: We recently heard about the merger of EADS and BAE Systems. Regardless of all the administrative aspects of the merger, how do you think it will affect the U.S.-European option?

Ms. Grant: I look at it as having mergers between industry is a good thing. They have their own partnership. So I don't see it [inaudible].

Question: You mentioned the export control reform effort. Is there a partnering acquisition reform effort? Many of the things that industry commenting to the government about is

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you're not allowing us to sell, helping costs go down, the same equipment that we sell to the U.S. [inaudible]. Try to get the approvals to be able to do that and the export [inaudible]. But on the acquisition side, our acquisition professionals are focused on U.S. only. They [inaudible] U.S. only. They don't take into account the production line closure and how that will affect the U.S. market. Also group buys and everything. They do not allow that in the process of the should cost/will cost, type of stuff will be able to help [inaudible].

Ms. Grant: That's why I'm hoping that we have people here today from the acquisition community so they learn more about how this industry partnership, the export, how it actually helps the US costs go down. The non-recurring costs in a lot of the partners. I gave several of the [inaudible] and the burden-sharing, cost-sharing.

I look at it, this business, it ends up being, what I like to say, for the U.S. ends up being cost avoidance and operational avoidance for the U.S. if we do this right. At the same time our partners are benefiting from getting a larger capability and access to some of the best equipment and training. It's a win/win . But I don't think there's people, especially in our acquisition floor, that really understand what this whole international sales is about.

There's a perception out there, to be honest with you, people I talk to, neighbors, whoever, they think when they hear foreign military sales and the year partnership, they think it's the U.S. giving aid to international partners. It's just the opposite.

Our partners have come to the table with a lot of money trying to get the best equipment out there and working with the best Air Force in this world.

So it is a win/win operational cost [inaudible].

Thank you.

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