

MENTAL CLARITY

To think clearly and creatively:

1. Don't exclude possibilities.
2. Play with ideas.
3. Stress connections, not distinctions.
Appreciate irregularities, loops, inter-relationships.
4. Invert things, to gain insight.
5. Welcome variety. Variety brings precision.
6. Look at things from their perspective, not just your own.
7. Always unravel your own work.
Don't get captured by your own thought processes.

STARTING POINT FOR THINKING ABOUT STRATEGY

1. Accept human nature as it is -- as a given.
2. Cooperation is not enough. We will encounter conflict. Some people mean us harm.

Air Force Policy Letter for Commanders

From the Office of the Secretary of the Air Force



Washington, D.C. November 1, 1986

"We've accomplished much in this decade, and have made solid, sensible preparation to continue that record into the 1990s. Very significant, up-front investments to underwrite balanced programs for people, readiness and modernization have already been made. We need to stay the course."

-- Air Force Chief of Staff Gen. Larry D. Welch

SDI: OPPOSITION TO OURS, STATUS OF THEIRS. In the course of various discussions on the Strategic Defense Initiative, Secretary of Defense Caspar W. Weinberger provided an interesting parallel between the SDI programs of the United States and the Soviet Union. He said, "The president's Strategic Defense Initiative asks a simple question really -- would it not be better to deter war by defending people rather than threatening destruction? To this question many so-called defense intellectuals have answered -- perhaps, but you can never do it, so don't even try."

"The irony is that today a majority of the American people believe that we already have a defense against ballistic missiles. But we have no defense. In fact, a host of congressmen and writers would have us abandon the effort to create such a defense. I sometimes wonder whether these congressmen are really keeping their ears to the ground. For example, recent polls indicate that over 75 percent of the respondents believe we should develop and deploy strategic defense. This, of course, is really just common sense, and yet at every turn the president's Strategic Defense Initiative has met with vigorous opposition.

"One objection to SDI voiced by the Soviets and other critics is that strategic defense could be used as an offensive weapon to strike targets on the ground from space. First of all, it would be foolish for us to waste money on the broad range of SDI technologies we are exploring if our goal was to develop offensive weapons in space. We already have the means of destroying targets on Earth and we do not need to go to space to do it. Our SDI program is clearly directed at highly precise and discriminating defensive systems capable of destroying their ballistic missiles and not their people. The president has given firm and concrete assurance that our SDI could never be used to deploy weapons in space that can cause mass destruction on Earth. Moreover, radical reductions in offensive weapons would be additional insurance that SDI cannot be used to support a first-strike strategy.

"Moscow has pressed forward with its advanced Strategic Defense Initiative. This is not a new program for the Soviets. They have been working on it for at least 17 years. You are to be forgiven if this comes as a surprise. Soviet propaganda will go to any lengths to distort the truth about their strategic defense research. In fact, the Kremlin maintains a vigorous research effort on advanced strategic defense technology, focusing on the development of high-energy lasers, kinetic energy weapons, non-nuclear radiation weapons and particle beam weapons. They already have produced developmental ground-based lasers capable of interfering with our satellites. Within the next two or three years, the USSR may well advance to the testing of lasers for targeting ballistic missiles in flight."

SOVIET SPACE PROGRAM. "There can be no doubt, Soviet declarations to the contrary, that the Soviet space program is, and always has been, a military space program," said Gen. Robert T. Herres, commander in chief of the North American Aerospace Defense Command and U.S. Space Command. "Approximately 95 percent of Soviet space launches have military applications, with 80 percent having exclusively military missions. Of some 150 Soviet satellites on orbit at this very moment, 95 percent do, in fact, have military or military-related missions.... The Soviets also have a clear lead in manned space operations. Soviet cosmonauts have logged over 4,200 manned-days in space -- three times as many as our own astronauts -- and their SALYUT-7 crew set a space endurance record of 237 consecutive days in space.

"In United States dollars, we estimate that Soviet space activities cost between \$20 and \$25 billion a year. By contrast, the proposed Fiscal Year 1987 Air Force budget request for space activities was \$11.4 billion -- the largest in our history, but less than half the magnitude of the Soviet military space effort. The Soviets also operate a colossal research and development establishment. They graduate 300,000 engineers annually and continually employ 900,000 engineers and scientists in research and development roles. Of these, almost half a million specialize in military or military-related research.

"The ability of military space systems to influence the outcome of terrestrial events, or change the balance between terrestrial forces, can be seen clearly in two Soviet systems, for which no other country in the world has a corresponding capability. A satellite which uses radar to locate naval vessels, called RORSAT, and a satellite which detects electronic emissions emanating from ocean vessels, called EORSAT, can be tasked to operate cooperatively. Thus, any attempt by a ship to use electronic countermeasures against the radar satellite may only serve to allow the electronic satellite to detect the ship's position. One can find no functions for the RORSAT-EROSAT constellation other than to allow the Soviets to economize their own military forces, and to enhance the Soviet terrestrial capability to locate and target opposing naval forces. Specifically, these systems were designed and would be employed in an attempt to diminish the naval advantage we have purchased by our large national investment in carrier battle groups."

CIVILIAN 'SPINOFFS' FROM AIR FORCE TECHNOLOGY. In a letter to the editor of the Los Angeles Times, Thomas E. Cooper, Air Force assistant secretary for research, development and logistics, responded to an article charging that military research and development potential for improving our daily lives is nothing but delusion. Citing only Air Force sponsored R&D "spinoffs", Mr. Cooper said, "The personal computer, maybe the world's fastest growth industry, was an Air Force research program into microminiaturization and the integrated circuit chip in the 1950s. The digital watch and the calculator, plus the timing and control circuitry for most home appliances, automobiles, and computers, also evolved through Air Force sponsored research in the 1960s. Solar cell technology that we began funding at the same time has led to similarly amazing developments.

"But that's not all. The nickel cadmium battery that powers today's wristwatch; the 'special cutting edge' of your razor; sturdy, lightweight, non-breakable luggage; sunglasses that darken as the sun gets brighter; lightweight cold weather clothing; super alloy yarns in draperies and bedspreads; and even the cloth-like paper of coffee filters -- are all 'spinoffs' of Air Force research and development. And don't forget the tremendous impact of laser technology and satellite weather information, plus microwave ovens, transistorized music systems, electronic games; and of course,

the TV instant replay.... The examples I've provided are just the tip of the iceberg. The future promises even more than the past has already provided. Military research and development secures our strength and freedom, and its 'spinoffs' will forever enrich our lives in ways that most Americans will never realize."

* * * BRIEFS ON MATTERS AFFECTING THE AIR FORCE * * *

Who makes up the Air Force. Air Force Secretary Edward C. "Pete" Aldridge Jr. said, "Our recent success in recruiting and retention is generally continuing. Our active duty military force of 605,000 includes about 110,000 officers and 495,000 enlisted. They are accompanied by about 888,000 family members in assignments around the world. Complementing the active forces are more than 126,000 in the Air Force Reserve and nearly 112,000 in the Air National Guard. In addition, the Air Force employs some 250,000 civilians -- men and women who provide critically needed support and are fully part of the Air Force team. Slightly more than 12 percent of Air Force members are women. Our people are doing a great job and I am proud of them all."

MIP to be adopted Air Force-wide. In a letter to commanders of major commands and separate operating agencies, Air Force Chief of Staff Gen. Larry D. Welch said, "The Model Installation Program (MIP) has proven that commanders will operate more efficiently and effectively when given greater freedom to do their jobs. The MIP mindset improves base-level leadership and resource management by encouraging innovation, removing impediments to efficiency, and allowing commanders to retain savings from local initiatives. The Air Force goal is for all commands to establish a command-wide MIP program by January 1987."

Increasing communication security. The National Security Agency has announced the award of contracts to three of the nation's largest telecommunications companies to produce a new generation of secure telephones, called the STU-III Low Cost Terminal. The contracts, totalling \$190 million, will purchase almost 50,000 of the new secure telephones, which are described as a major advancement in the protection of U.S. telecommunications against eavesdropping. Unlike its cumbersome predecessors, the STU-III LCT is the size of an ordinary office telephone, contains modern telephone features, plugs directly into a standard phone jack and can be used to completely replace the standard desk telephone. Deliveries will begin in late 1987.

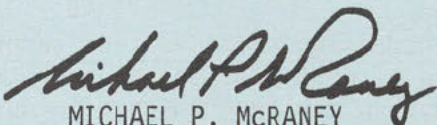
Challenges for CRAF. Deputy Secretary of Defense William H. Taft IV told The National Defense Transportation Association Forum that "The civil reserve air fleet or CRAF provides about 50 percent of our total wartime strategic airlift capability -- including almost all passenger airlift. After 34 successful years, the CRAF program is facing severe problems. Few new wide-bodied aircraft have been put in service in recent years, and fewer still have incorporated the features needed for conversion to a cargo airlift mission. Further, in June we exercised the last of our options to modify 19 Pan American 747s with defense features and only one new CRAF enhancement candidate has emerged from the airline industry. For a variety of complex reasons, the airlines that are procuring suitable airframes are not making them available for CRAF enhancements. Adding to the airlift challenge is the loss of capabilities that result when CRAF carriers reduce their operations or otherwise cut back on fleet and aircrew availability. We have taken steps to increase DOD's organic airlift -- notably with the addition of the KC-10 and C-5B, and the C-17 continues to be a high priority program; but the CRAF is still an indispensable element of our defense airlift resources. To accommodate this situation, we have

already taken steps to clear the way for small package express carriers to join the CRAF. Additionally, the planned use of Boeing 767s and McDonnell Douglas MD-80 aircraft for aeromedical evacuation will release some Air Force C-141s for cargo airlift missions and help alleviate the airlift shortfall.

Value of planning. "Creating a Strategic Vision: The Value of Long-Range Planning" is explained by Maj. Gen. Perry M. Smith, USAF (Ret), in the current issue (Sept-Oct) of Air University Review. General Smith writes, "All professionals should understand the value of long-range planning and should be willing to surface their ideas that could lead the Air Force in important new directions." His article outlines the four aspects of long-range planning.

Other thoughts on planning. The Office of Air Force History has published, Military Planning in the Twentieth Century, which contains the proceedings of the 11th Military History Symposium. Grouped into four subject areas, the papers and remarks address planning before and during World War II, technological planning in the Army Air Corps and the postwar Air Force, the Cold War, and planning in limited conflicts from 1945 to 1980. Also included is the address by Professor Emeritus Harold C. Deutsch, "Military Planning and Foreign Policy: German Overtures to Two World Wars," given as the 27th in the Harmon Memorial Lecture series. The book may be purchased at a local Government Printing Office bookstore or mail orders may be sent prepaid to the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. The cost of the volume, listed under GPO Stock No. 008-070-00577-8, is \$15.00.

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