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HOUSE ARMED SERVICES COMMITTEE
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DEPARTMENT OF THE AIR FORCE

PRESENTATION TO THE HOUSE ARMED SERVICES COMMITTEE
STRATEGIC FORCES SUBCOMMITTEE
UNITED STATES HOUSE OF REPRESENTATIVES

SUBJECT: Status of the Air Force Nuclear Security Roadmap

STATEMENT OF: Major General C. Donald Alston
Assistant Chief of Staff
Strategic Deterrence and Nuclear Integration

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Chairman Langevin, Ranking Member Turner, distinguished Members of the Committee, thank you for the opportunity to discuss Air Force strategic programs. The key ingredient to ensuring success of these programs is commitment—commitment to strategic deterrence, commitment to maintaining leadership focus, and commitment to the work ahead.

Immediately upon his assignment eighteen months ago as Acting Secretary, now Secretary of the Air Force Donley began taking action to strengthen performance in the nuclear mission area and to determine the long term actions necessary to rebuild the AF nuclear enterprise. Recognizing that a credible nuclear deterrent is essential for our security and that of our allies and friends, and the essential role the Air Force has in this vital mission area, Secretary Donley emphasized that there is no mission more sensitive than safeguarding nuclear capabilities and maintaining nuclear deterrence, and that the Air Force has a sacred trust with the American people to operate, maintain and secure nuclear weapons. Additionally, he reinforced that rigid adherence to standards, personal accountability at all levels, and leadership are the foundations upon which our success depends. In order to begin to address and overcome cultural, systemic and institutional challenges, Secretary Donley established a Nuclear Task Force that I was ultimately charged to direct. The Air Force Nuclear Task Force was specifically directed to:

- Coordinate and synchronize the corrective actions that were already underway in response to the unauthorized munitions transfer between Minot and Barksdale AFB and the misshipment of sensitive missile parts to Taiwan.
- Develop in coordination with USSTRATCOM, other DoD components and interagency partners, and in all dimensions of Doctrine, Organization, Training, Materiel, Leadership, and Education, Personnel, Facilities (DOTMLPF) and the inspection process, a strategic

roadmap to rebuild and restore capabilities and confidence in our stewardship of the Air Force Nuclear Enterprise.

- Undertake an organizational review to assess and recommend options for alternative assignments of responsibility and/or command arrangements.
- Serve as the Air Force focal point for coordination with and/or support to other nuclear-related panels, commissions, or review groups outside the Air Force.

Soon after assuming responsibilities as Air Force Chief of Staff, Gen Schwartz, together with Secretary Donley established Reinvigorating the Air Force Nuclear Enterprise as the #1 priority in the AF Strategic Plan.

In response to this well-established urgent tempo and clear direction, on 24 October 2008, the AF published the nuclear roadmap titled, “Reinvigorating the AF Nuclear Enterprise.” The roadmap established 6 strategic objectives: 1) Develop adequate nuclear-related expertise and properly man the enterprise: right experience, right job; 2) Implement a process for ensuring sustained advocacy, focus, and commitment; 3) Establish clear lines of authority; 4) Implement a disciplined, comprehensive enterprise system-of-systems methodology to ensure day-to-day sustainment excellence; 5) Implement processes to uncover, analyze, address and review systemic weaknesses; and 6) Sufficiently invest in the nuclear deterrence mission area. By accomplishing these objectives we will further safeguard our nuclear capabilities and underwrite the deterrence mission.

To accomplish our first objective of developing adequate nuclear-related expertise and properly manning the enterprise, we baselined every professional military education course and added nuclear related topics at appropriate levels. We also updated Air Force doctrine to include a greater focus on deterrence. We must deliberately create functional experts and highly

qualified leaders and to that end efforts to create a human capital development strategy are underway. These actions will work together to fortify the “culture of excellence” demanded by nuclear stewardship.

To achieve our second strategic objective -- to implement a process for ensuring sustained advocacy, focus, and commitment for the nuclear enterprise, we retooled the internal Air Force resourcing process to include a Nuclear Deterrence Operations Panel to ensure a thorough assessment of nuclear funding requirements. The Air Force Strategic Plan, a key planning document to link future capabilities to the programming process, was created with reinvigorating the nuclear enterprise as the Air Force's #1 strategic priority in mind. Additionally, the Secretary of the Air Force and the Chief of Staff, at their initiative, established and co-chair the Nuclear Oversight Board, composed of the Commanders of nuclear Major Commands, to maintain proper focus and advocacy Air Force-wide.

We completed our largest reorganization since the early 1990s to help achieve the third objective. This reorganization reduced fragmentation of authority and established clear chains of supervision for nuclear sustainment, surety and operations. These changes include: 1) the stand up of Air Force Global Strike Command on 7 August 2009 to centralize the control of the Air Force's operational strategic nuclear assets -- this accomplishment demonstrates a visible commitment to the nuclear deterrence and global strike missions. Tied to this effort, the 20 AF and the ICBM mission transferred to AFGSC on 1 Dec, and 8 AF and nuclear-capable bombers are set to transfer on 1 Feb 2010; 2) the consolidation of all nuclear sustainment matters under Air Force Material Command and more specifically under the Air Force Nuclear Weapons Center; 3) the establishment of a new Air Staff directorate responsible for policy oversight and

integration of our nuclear enterprise activities -- Strategic Deterrence and Nuclear Integration Directorate, A10, stood up in Nov 2008.

A large portion of our fourth objective, implementing a disciplined, comprehensive system-of-systems methodology to ensure day-to-day sustainment excellence, falls to the Air Force Nuclear Weapons Center under the management of Air Force Materiel Command. They are working to establish positive inventory control methodology for the complete life-cycle of weapon system components and 100% accountability of all nuclear weapons related material.

The Air Force completely overhauled its nuclear inspection processes in support of the objective to uncover, analyze, address and review systemic weaknesses. There is 100% oversight of all Nuclear Surety Inspections. All nuclear surety inspection team members from every Major Command attend a common inspector training course and each is certified for inspection duties. Additionally, a common core team of inspectors is being integrated with MAJCOM inspection teams to ensure continuity and depth of expertise. Finally, the Air Force has increased the frequency of “no-advanced-notice” inspections to reinforce the commitment to the highest standards demanded by the nuclear deterrence mission.

Our final objective, to invest sufficiently in the nuclear mission area, requires sustained resource commitment to ensure the credibility of the deterrent: highly competent people and very capable systems.

As we move toward the future, it is imperative that the Air Force continue to build upon and strengthen partnerships across the Department of Defense and other government agencies. The Air Force has had an enduring partnership with the Department of Energy's National Nuclear Security Administration, and will continue that relationship to sustain a credible, safe and secure nuclear stockpile. The Air Force will also continue work with its Joint partners at the

Defense Threat Reduction Agency and the Defense Logistics Agency to operate, maintain and secure its nuclear assets and to present highly capable and reliable deterrence forces to the Combatant Commanders.

The level of commitment, as outlined earlier, required to ensure a sustained level of excellence cannot be attained without 3 vital priorities discussed throughout this testimony, 1) emphasis on developing our leaders and experts, 2) developing and integrating quality products/systems, and 3) developing effective and enduring processes. The AF Nuclear Enterprise has made tremendous strides addressing these vital priorities. However, there is more to be done.

Our initiatives, as outlined in the Air Force Nuclear Roadmap, represent a comprehensive approach to ensure we are aggressively working to reclaim our legacy of excellence in the nuclear mission area. By accomplishing these objectives, we will continue to build on the confidence that our nation and allies have in our commitment to this critical mission.

As General Schwartz noted during the activation of Air Force Global Strike Command, “We allowed immediate urgencies to distract us from the required steady focus on the nuclear mission. This was not the result of intentional negligence, but rather of a series of watershed events beginning in 1989, which led to a redistribution of power from two principal global adversaries to multiple regional hopefuls – a phenomenon that continues to this day. As an unintended consequence of adapting to this new and uncertain post-Cold War environment, we, over the last 16 years or so, realigned the nuclear mission and its advocacy to different organizations within our Air Force.” Our actions over the last fourteen months and our strategic plans for the future demonstrate the Air Force’s steadfast resolve to provide a credible and

visible deterrent force for America; a force that will assure our allies, dissuade proliferators, deter adversaries, and -- should the unthinkable happen and deterrence fail -- defeat any foe.

I would like to thank this committee for its continued support of the United States Air Force.