



Letter to Airmen

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Secretary of the Air Force

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Reorganize for the Cyberspace Mission

Our role as an Air Force is to provide an array of capabilities for the Combatant Commanders to use as directed by the President. By now you know the Air Force mission is to “fly and fight in air, space, and cyberspace.” Our new cyberspace role will require a fundamental change in our organizational structure. This letter will help to explain why these changes need to be made.

Our structure grew stagnant soon after the Vietnam War ended. “Reorganization” was often done in piecemeal fashion for bureaucratic reasons. We actually became *more* disorganized because of it. Our lack of organization was abundantly clear in 1991 when we fought in Operations DESERT SHIELD and DESERT STORM.

We launched an Air Force-wide “objective wing” concept to fix the errors of our many previous reorganizations. We must now completely reorganize our cyberspace mission if we want to fly and fight in that realm. That’s why we’re going to reapply the “objective wing” concept across the entire Air Force.

First, the Information Warfare Flights and Computer Programming Flights will be reassigned to their wing’s Operations Group. Information Management personnel will be treated the same as an aircrew or spacecrew member, and they will be authorized to wear a “digital flight suit” now under development.

Second, the Computer Support Squadrons (*e.g.* the 5th MOB) will be reassigned to their wing’s Logistics Group. These folks are the new “maintainers” of our Air Force, equal in stature to the wrench-turners on the flightline.

Third, Computer Security personnel will be reassigned to the Security Forces Squadron, and computer training instructors will be reassigned to the Combat Arms Training & Maintenance (CATM) flight. These people guard the perimeters of our bases as surely as those who guard our gates. They will be authorized to wear the Security Forces beret.

Fourth, Computer Security analysts will be assigned to the Explosive Ordnance Flight in the Civil Engineer Squadron. These people nullify Internet Explosive Devices (IEDs) in the same way that our EOD personnel dismantle roadside bombs.

Fifth, Computer Repair technicians will be reassigned to a new Cyber-medical Squadron under their wing’s Medical Group. They will inject your PC with a flu shot every day so it doesn’t catch a deadly virus. These people are “medtechs” in every sense of the word and will receive special status under the

Geneva Convention as medical personnel. Computer repair technicians will be authorized to wear “hospital whites” in lieu of BDUs.

Sixth, we’ll see a vital reorganization at the wing headquarters level. The Operations Group vice commander will be required to hold a computer AFSC. Network architecture experts will be reassigned to the Plans & Programs office, while computer safety programs will be overseen by the Safety office. Squadron webmasters will report directly to the Public Affairs Officer, and all network backups will be handled by the wing Historian. Surfing and email compliance will become a core duty for every unit First Sergeant, and the wing’s Command Chief will serve as the voice of the enlisted computer user.

Last but not least, unit commanders will see a change to the commander’s badge. Those who hold a computer-related AFSC will wear the badge with an “I” device to reflect their command of the Internet. The Uniform Wear Board will distribute guidance on this in the very near future.

Like any other organization, we must seek to constantly give value to our “customers.” We’ve been saying for years that “every computer is a weapon system.” It’s time to change the way we operate if we are to fly and fight in air, space, and cyberspace. This reorganization is not only the right thing to do for the American taxpayer; it’s the smart thing to do.

Michael W. Wynne