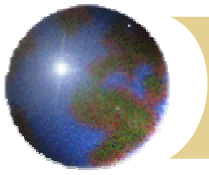


*USAF Command Doctrine of
Centralized Control with
Decentralized Execution:
Never Divide the Fleet?*

Lt Col Daniel Baltrusaitis, USAF

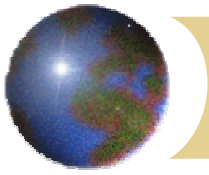
daniel.baltrusaitis@pentagon.af.mil

Report Documentation Page			Form Approved OMB No. 0704-0188		
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE SEP 2004		2. REPORT TYPE		3. DATES COVERED 00-00-2004 to 00-00-2004	
4. TITLE AND SUBTITLE USAF Command Doctrine of Centralized Control with Decentralized Execution: Never Divide the Fleet?				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) USAF,Pentagon,Washington,DC,20330				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES The original document contains color images.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES 14	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			



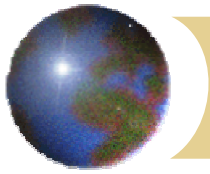
Disclaimer

- ✚ The views expressed in this presentation are those of the author and do not reflect the official policy or position of the US government or the Department of Defense.



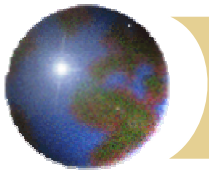
Introduction

- ✚ Technology and Doctrine Often at Odds
- ✚ Those Whose Doctrine Adapts to Emerging Technology Often Have Order of Magnitude Advantage Militarily
- ✚ USAF C2 Doctrine Appears Stagnant



Core Air Force Tenet

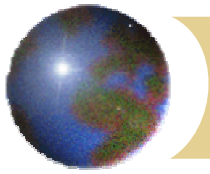
- ✦ Centralized control and decentralized execution of air and space power are critical to effective employment of air and space power. Indeed, they are the fundamental organizing principles for air and space power, having been proven over decades of experience as the most **effective** and **efficient** means of employing air and space power.



Military Maxims

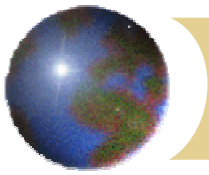
- ✚ Never Divide the Fleet – Alfred Thayer Mahan
- ✚ Interior Lines – Antoine Henri Jomini
- ✚ Centralized Control and Decentralized Execution - USAF

Doctrine Can Easily Become Dogma



Factors that Influence Command and Control

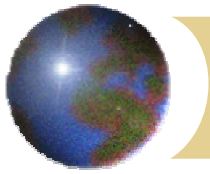
- ⊕ Doctrine
- ⊕ Technology
- ⊕ Political Circumstances



Origins of USAF C2 Doctrine

- ✱ Kasserine Pass
 - ✱ "Penny Packets"
- ✱ Army Field Manual 100-20
 - ✱ "Lessons" codified centralized **command**
- ✱ Air Force Manual 1-1 thru Air Force Doctrine Document 1

Centralized Command = Independent Air Force

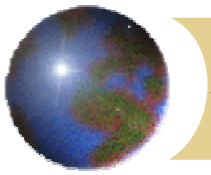


USAF Basic Doctrine

✦ AFDD 1 – USAF Basic Doctrine

- ✦ Unity of Command=Centralized Command
 - Best achieved by a single commander
- ✦ Centralized Command=Centralized Control
- ✦ Centralized Control Maximizes the Flexibility and Effectiveness of Air and Space Power
- ✦ Decentralized Execution Crucial to the Flexibility of Airpower

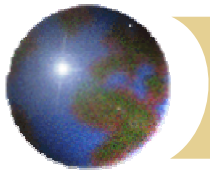
Command Often Confused with Control in USAF Doctrine



USAF C2 Doctrine

✦ AFDD 2-8 Command and Control

- ✦ Command--The authority that a commander in the Armed Forces lawfully exercises over subordinates by virtue of rank or assignment.
- ✦ Control Definition--process by which commanders plan and guide operations
- ✦ Execution???



USAF C2 Doctrine

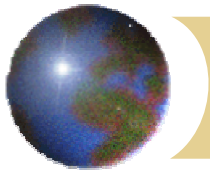
✚ Impact of Technology

- ✚ Enhance Control

- ✚ Centralize or Decentralize Execution??

- 1992 AFM 1-1: Modern Technologies seem to make decentralization of many important decisions increasingly inappropriate or even unnecessary

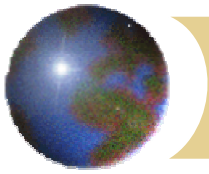
USAF C2 Doctrine is Not Keeping Pace With Technology Advancements
Basically Unchanged Since 1945



Technology

- ✚ Precision Strike
- ✚ Persistent ISR
- ✚ Autonomous Systems
- ✚ Networked Participants
- ✚ Long Range Communication

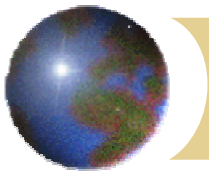
Integration of New Technologies Can Drive C2 to **Centralize** or **Decentralize** Based on Situation and Doctrine



Political Considerations

- ✚ Degree of National Interest
- ✚ Coalition Stability
- ✚ Use of Military Force
- ✚ Commander Responsibilities
 - ▣ UCMJ, Geneva Convention, The Hague

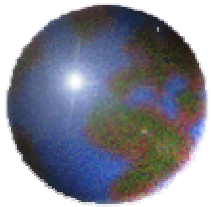
Diffusion of Authority May Not Be Feasible



Summary

- ✚ Type of War
 - ✚ Constraints & Restraints
 - ✚ Risk Management
- ✚ Doctrine and Technology Interrelationship
- ✚ Doctrine and Training

Many Situations Exist Where Centralized Control with Decentralized Execution is Neither **Efficient** Nor **Effective**. Doctrine and Training Must Recognize This Fact.



Questions?

Lt Col Daniel Baltrusaitis, USAF

daniel.baltrusaitis@pentagon.af.mil