Results of the Quadrennial Defense Review

Precision Strike Association
Winter Roundtable

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Introduction

- A wartime QDR: conducted in 4th year of a long, irregular war
- 20 year look – must prevail in current war and also prepare for wider range of challenges

- Twin imperatives of review:
  - Continue reorientation of capabilities to address asymmetric challenges (more irregular, catastrophic and disruptive in character)...
  - …while changing the Defense enterprise to support and accelerate that reorientation

- “Interim” product
  - How far we’ve come and where we are going…give President more options
QDR Vectors: Shifting Balance

**Operational:** *From massing forces to massing effects*

- Short-duration major combat to long-duration irregular operations *(within broader spectrum of military activities)*
- Joint forces that were *deconflicted*, to *interdependent and coherent*
- Responsive to anticipatory: *early measures to prevent problems from becoming crisis and crisis from becoming conflicts*
  - Find, fix, and **FINISH** to **FIND**, fix, and finish
  - Exposed forces forward to more leveraged reach-back
  - Moving the user to the data to moving the data to the users
Shifting Balance (continued)

Force Posture: from counting numbers to delivering capabilities

- Garrisoned to global expeditionary
- Strategic reserve component to an operational reserve component
- Large institutional base force to greater number of operationally available forces
- “One size fits all” deterrence to tailored deterrence for near-peer competitors; rogue powers; and terrorists and their networks
Shifting Emphasis (continued)

Institutional Focus: from organization-specific to enterprise-wide approaches

- Enabling others to provide for their own security and/or capabilities
- Threat-based planning to adaptive capabilities-based planning
- Single department to inter-agency solutions
- Stove-piped vertical structures and processes to transparent horizontal organizational integration
- Systems acquisition to capabilities-based portfolio management
- Personnel incentives based on longevity to incentives based on performance
Fighting a Long War – Lessons Learned

- Capitalized on lessons learned from operational experiences of the past 4 yrs:
  - Afghanistan and Iraq;
  - Wider irregular operations as part of the long war – Philippines, Horn of Africa, Georgia, Pan-Sahel, elsewhere;
  - Humanitarian (tsunami, Pakistani earthquake) and preventive actions (Haiti, Liberia); and
  - Operations in support of civil authorities at home (9/11, Katrina)

- Key lessons from these operations informed QDR – importance of:
  - Building partnership capacity (a more indirect approach to defeat enemy);
  - Early preventive measures;
  - Maintaining and expanding US freedom of action to confront enemies; and
  - Cost-imposing strategies (competitive strategies)

Continuous change and assessment...inhomally interim report
FY07 leading edge investments; FY08-13 Defense Program; Roadmaps
Re-balancing Future Force Capabilities

Continuing the reorientation of military capabilities and implementing enterprise-wide reforms to ensure structures and process support the President and the warfighter.
Refined Force Planning Construct

Construct for shaping the future force

- Steady-state & surge operations
  - Homeland Defense
  - Sustained Irregular Warfare
  - Conventional Campaigns

- Tailored Deterrence
  - Advanced military competitors, regional WMD regimes, terrorist networks
  - Strengthened deterrence against opportunistic aggression/coercion

- Two-war capacity
  - Varying levels of effort
  - Stress-on-the-force elasticity

Sizing Variables:

- Frequency
- Number
- Scale / Intensity
- Concurrency
- Ops Risks
- Duration
- Policy
- Environment
- Partner Capabilities
Re-shaping the Defense Enterprise

The Department’s business practices and processes need to be responsive, agile and flexible to efficiently and effectively meet joint warfighting needs.

- **Current state**
  - Decision making processes lack speed, integration and appropriate focus
  - Can’t rationally allocate resources to capabilities to missions
  - Seams among DoD Components and other agencies must be bridged

- **We will manage the future enterprise better by**
  - Aligning Department activities through horizontal integration; promote and reward collaboration
  - Engaging in a coordinated and portfolio-based approach to planning, programming, and budgeting
  - Reforms at three levels: governance, management, and execution
  - Governance: strategic direction, identity, acquisition & resource allocation, corporate decision-making, performance assessment, and force employment
Getting the right people and skills

Reducing stress on the force

- Shifting from RC as a strategic reserve to RC as an operational reserve
- Rebalancing Combat Service Support between RC and AC;
- Need for new authorities to achieve a “Continuum of Service” for Reservists

Managing Personnel

- Building off of the new National Security Personnel System
- Stressing competency-focused and performance-based management of personnel
- Human Capital Strategy
Achieving Unity of Effort

The United States, and in particular DoD, cannot win this war alone

- Requires integration of all USG capabilities and greater cooperation with allies and partners

How we will achieve unity of effort

- Integrate federal, state and local capabilities at home and enable others
  - National Security Planning Guidance and National Homeland Security Plan
  - Training programs with other agencies and interagency consequence management exercises
  - National Security Officer (NSO) corps; transform National Defense University to National Security University

- Work with traditional and non-traditional partners
  - Leverage collective capabilities to plan and conduct Stability, Security, Transition, and Reconstruction missions
  - Expand authorities to train and equip foreign security forces
  - Institutionalize OIF/OEF special authorities
Way Ahead

- **Key outputs**
  - QDR Report (Feb 2006)
    - FY07 budget request
    - Strategic guidance for FY08 and beyond
  - Chairman’s Independent Risk Assessment

- **Applying QDR strategic direction FY 08-13 future year defense program**

- **Outreach efforts and continual inclusion**

- **Execution Roadmaps**
  - DoD Institutional Reform & Governance
  - Strategic Communication
  - Building Partnership Capacity
  - Sensor-based management of the ISR enterprise
  - Authorities
  - Irregular Warfare
  - Joint Command & Control
  - Locate, Tag, Track
QUESTIONS?