



# National Security Reform

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*“We, all 22 members of the Guiding Coalition of the Project on National Security Reform, affirm unanimously that the national security of the United States of America is fundamentally at risk. The U.S. position of world leadership, our country’s prosperity and priceless freedoms, and the literal safety of our people are challenged not only by a profusion of new and unpredictable threats, but by the unavoidable fact that the national security system of the United States is increasingly misaligned with a rapidly changing global security environment.”*

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David M. Abshire  
Norman R. Augustine  
Joel Bagnal  
Robert D. Blackwill  
Dennis C. Blair  
Charles G. Boyd  
Daniel W. Christman*

*Wesley K. Clark  
Ruth A. David  
Leon Fuerth  
Edmund P. Giambastiani  
Newt Gingrich  
James M. Loy  
Jessica Tuchman Mathews*

*John McLaughlin  
Joseph S. Nye, Jr.  
Carlos Pascual  
Thomas R. Pickering  
Brent Scowcroft  
Jeffrey H. Smith  
Ken Weinstein*



# **PNSR Report:** *Forging a New Shield*

- Mandated by Congress
- 2-year study
  - Goldwater-Nichols methodology
- Formally submitted -- November 26
  - President, President-elect, Congressional leadership
- Publicly released – December 3
  - Beginning of a whole-of-government collaborative effort on national security reform



# *National Security Reform – Why?*

- Interagency system misaligned with 21<sup>st</sup> Century threats and opportunities
  - Cannot handle complex, rapidly-paced challenges
- Dominated by outmoded, stove-piped, bureaucratic, competitive departments and agencies
  - Cannot work as a horizontal team to rapidly integrate diverse expertise and capabilities
- Policy formulation, planning, and execution have suffered
  - Sometimes catastrophically
- Newt Gingrich:
  - “We have met the enemy – and it’s our bureaucracy.”



# *Recent Compelling Evidence*

- Terrorist attacks of September 11
- Troubled stability operations in Iraq and Afghanistan
- Poor response to Hurricane Katrina
- Setbacks are not coincidental
  - Evidence of a system failure
- But long-standing problems
  - Defied solution for decades
    - Inadequacy of National Security Act of 1947
  - Magnified recently by increased complexity and rapidity of change
  - Growing gap between demands and system capacities and speed



# *Overarching Problems*

- Grossly imbalanced -- strong departmental capabilities; weak integrating mechanisms
  - Horizontal problems; vertical organizations
- Components of national security not managed as a system
  - Lack of strategic direction – denies unity of purpose
- System's inabilities forces an overburdened White House to centralize issue management
- Resources are not aligned with strategic objectives
- Congress is focused on the parts, cannot provide a whole-of-government approach
  - Reinforces divisions in executive branch



# *Other Problems*

- No effective means of delegating president's authority
- No means for effective multi-department execution
- No government-wide visioning or strategic planning
- No interagency culture
- Lack of trust creates enormous friction
- Limited detailed integrated planning
- Lack of interagency planning, coordination, execution, and oversight at the regional level
- Government of specialists; not leaders
- No interagency human capital plan
- Poor information sharing



# *National Security Reform -- Why Now?*

- Reform supporters
  - Vice President Biden
  - National Security Advisor, Gen Jones (PNSR)
  - SecState Clinton (PNSR lead in Senate)
  - Secretary of Defense Gates
  - JCS Chairman, ADM Mullen
  - DNI ADM Blair (PNSR)
  - Deputy SecState Steinberg (PNSR)
  - Under SecDef (Policy) Michele Flournoy (PNSR)
  - Congressional leaders and diverse range of members
    - Support of 30-35 congressmen and 12-15 senators



# *Project on National Security Reform*

- Goal
  - Approval of a new interagency system early in the Obama Administration
- Two reform phases
  - (1) interagency system and (2) departmental and agency
- Independent, nonprofit, nonpartisan organization
  - Private-public partnership
  - Coalition of think tanks, universities, businesses, consulting and law firms, and government personnel
  - 13 working groups – 300+ participants
- Guiding Coalition – 21 experienced leaders
- FY2009 cooperative agreement – DoD and ODNI



# *Three Sets of Reforms*

- Executive order and presidential directives to immediately initiate a reformed system
- Amendments to Senate and House rules to support and oversee interagency
- New national security act



# *Seven Broad Recommendations*

- Focus on national missions and outcomes
- Create unity of purpose
- Achieve unity of effort
- Link resources to goals
- Align personnel incentives with strategic incentives
- Improve the flow of knowledge and information
- Build a legislative branch-executive branch partnership