The Comprehensive Approach: Results of the QDR Independent Panel

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22nd ANNUAL SPECIAL OPERATIONS/LOW INTENSITY CONFLICT SYMPOSIUM
Panel #4: Adapting SOF for Defense, Diplomacy, and Development Operations
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# QDR Independent Panel Members

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2010 QDR Independent Panel Review

• Need for “Comprehensive Approach”
  – National Security Strategy and the 2010 QDR use the term “whole of government”
  – 2010 QDR highlighted:
    ▪ Military missions of future are multi-stakeholder
    ▪ Complex operating conditions
    ▪ Civil-military interface critical
    ▪ US in supporting role to host nation.

• Current federal government structures – both executive and legislative in need of reform
  – Legacy structures from the 1940s
  – U.S. defense framework adopted after World War II structured to address the Soviet Union in a bipolar world
  – Different threats and operating environment today.
“We cannot win the future with a government of the past. We live and do business in the information age, but the last major reorganization of the government happened in the age of black and white TV. . . In the coming months, my administration will develop a proposal to merge, consolidate, and reorganize the federal government in a way that best serves the goal of a more competitive America.”
It’s like the Sears Catalog of the 50’s competing with Amazon!

Sears Roebuck - 1950

Amazon.com - Today

1. Customers shop on your website and add items to shopping cart.
2. Customers can view, edit, or remove the items.
3. When your customers are ready to checkout, they choose a shipping address and click the 1-Click button to place the order.
4. Customers are returned to a URL that you specify. Amazon Payments sends confirmation e-mail to you and the customer.

CNA ANALYSIS & SOLUTIONS

5
The (Notional) Operational Environment

- Host Nation
- Combined
- Joint
- Interagency
- International Organizations
The Comprehensive Approach: Relative Military vs. Civil Level of Effort
1. Reconvene Joint Committee on the Organization of Congress
   - Make recommendations to improve organization and oversight of Congress
   - Make Congress a more effective body in performing its role to “provide for the common defense.”

2. Executive Order signed by the President on Whole of Government
   - Clarify interagency roles and responsibilities for whole of government missions.

3. Establish a National Commission on Building Civil Force of the Future
   - Increase capability and capacity of civilian departments to move promptly overseas and cooperate effectively with military forces in insecure security environments.
The Way Ahead: Adapting SOF in a “3D+” World

• How is the “3D+” world likely to affect SOF’s approach to future missions?

• How will the new environment affect SOF’s ways of operating?
  – Withdrawal from Afghanistan and Iraq
  – Implications of the current turbulence in the Middle East
  – Budgetary constraints and limitations.

• What role will be effective for SOF to play in that environment?
  – **Broker**
  – **“Lean and mean”**
  – **The Comprehensive Approach:** Build up core competencies while leveraging opportunities found in collaboration and cooperation with other stakeholders.