



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**

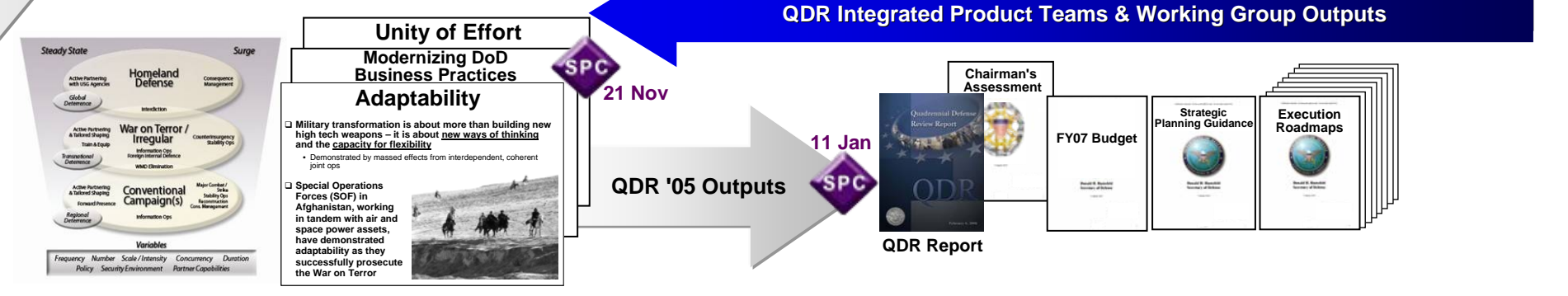
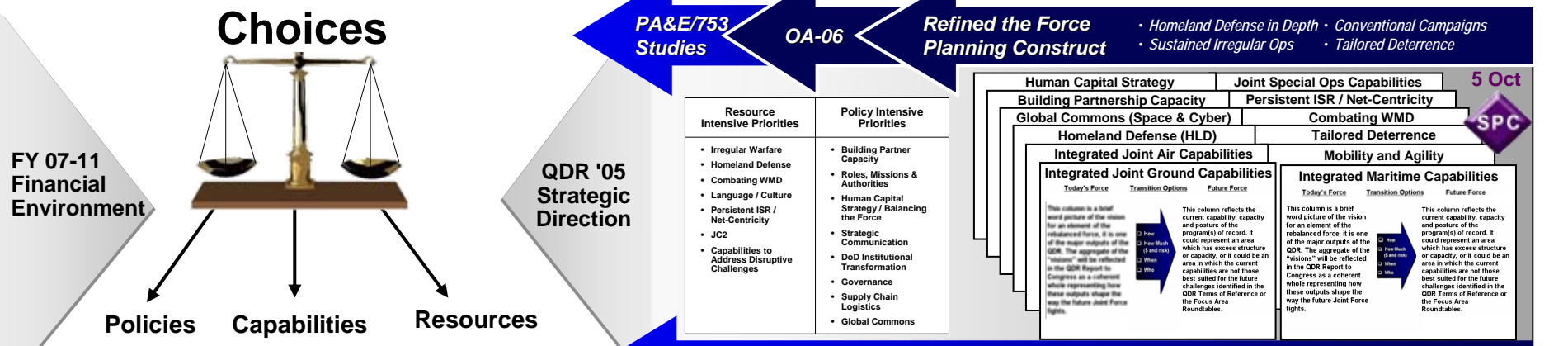
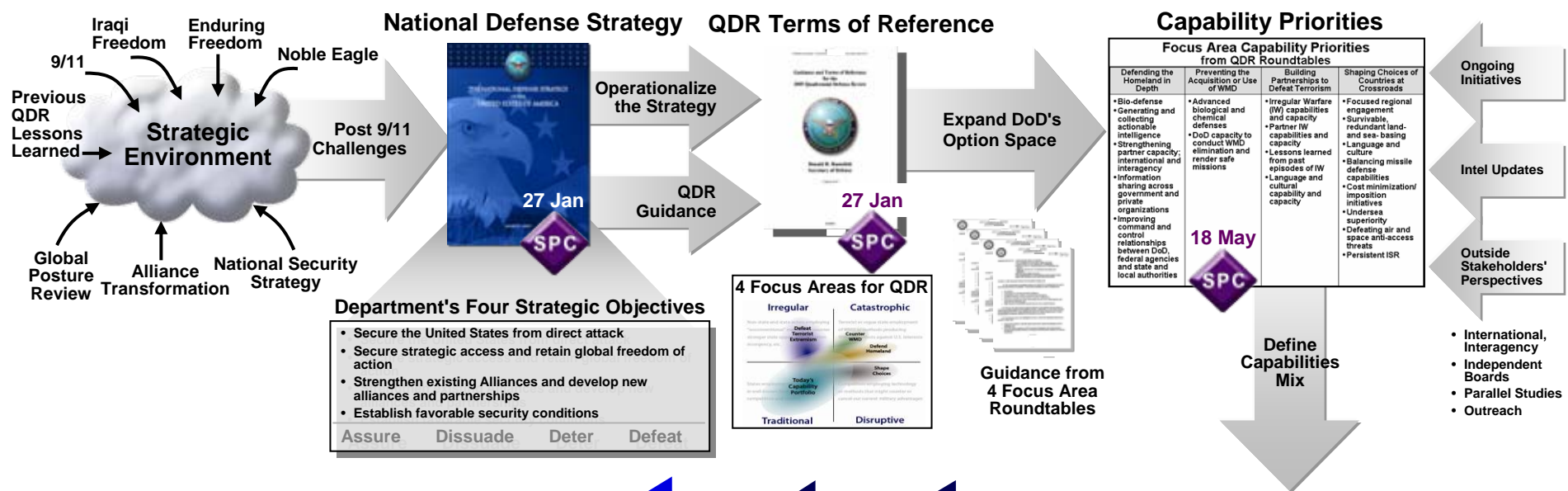


Fighting a Long War – Lessons Learned

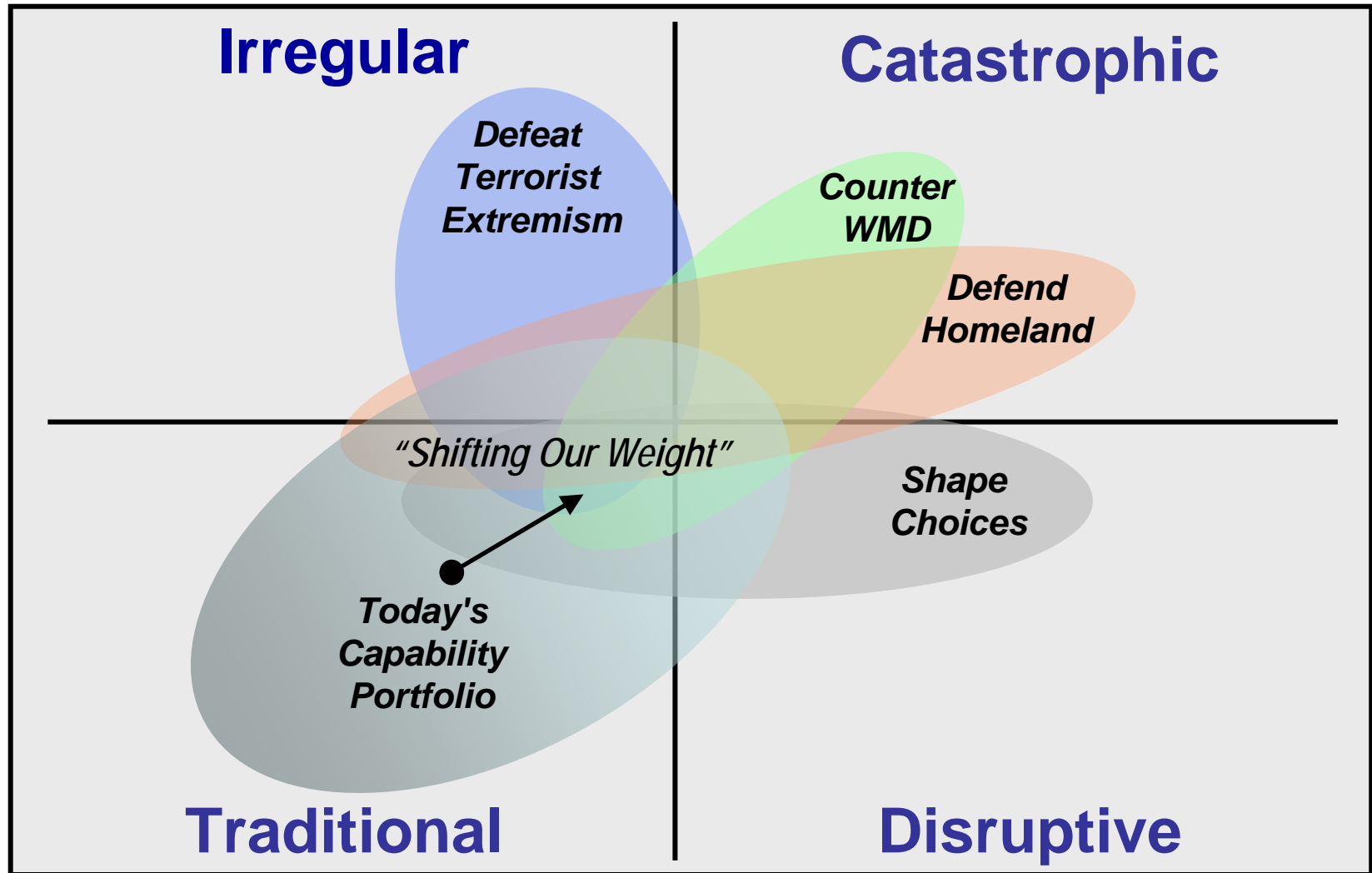
- ❑ **Capitalized on lessons learned from operational experiences of the past 4 yrs:**
 - Afghanistan and Iraq;
 - Wider irregular operations as part of the long war – Philippines, Horn of Africa, Georgia, Pan-Sahel, elsewhere;
 - Humanitarian (tsunami, Pakistani earthquake) and preventive actions (Haiti, 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...inherently 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



Developing a 21st Century Total Force

❑ 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?