

Preparing Senior Staff Officers for Joint Strategic Assignments

30 May 0900-1200

- **DOD Structure, Key Actors, and Functions 0900-0950**
- **DOD in the Interagency System 1000-1050**
- **Executive Writing and Problem Framing 1100-1200**
- **Overnight Assignment: Options Memo**

31 May 0900-1100: Review and Discuss Options Memo in Seminars

What are we really trying to do:

Enable (**effective**) DOD Support to
National Security Decision Making and Implementation

Guidelines for Preparing SecDef Correspondence:

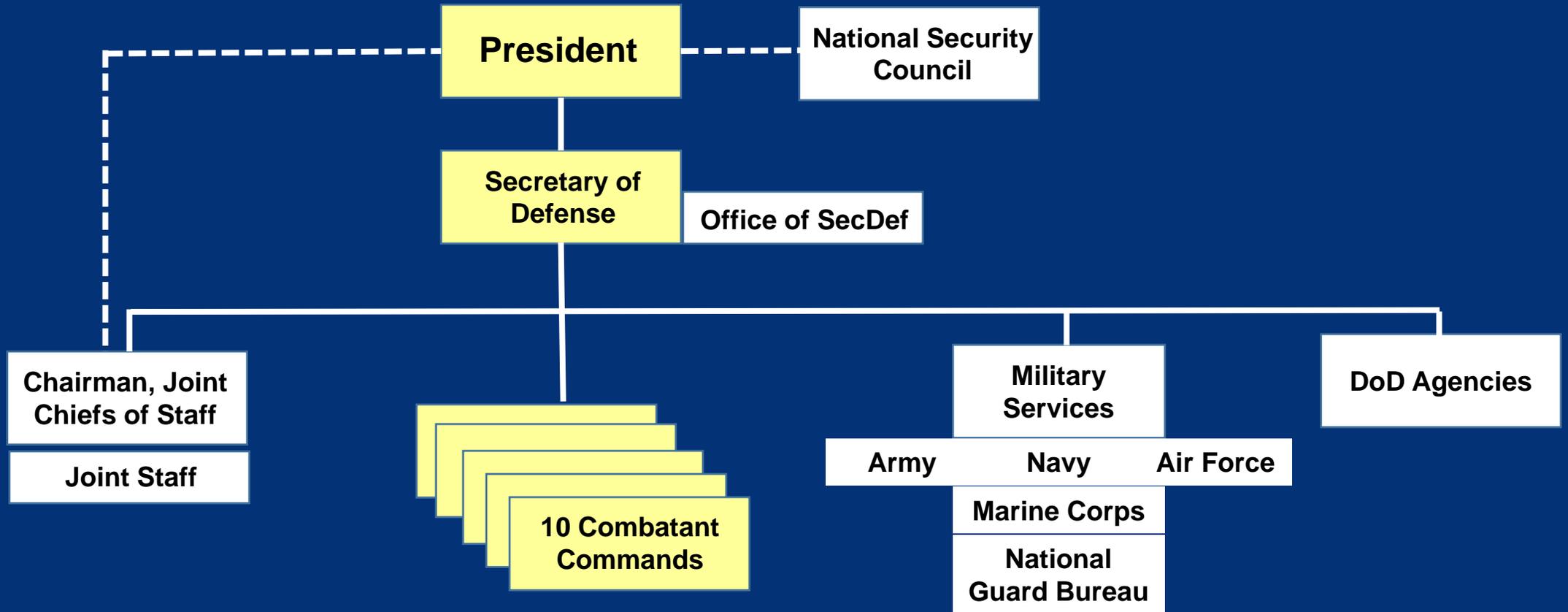
- Take mental responsibility for the **outcome** associated with the read ahead (staffing materials)
- Help the Secretary **think** and **lead**
- Elevate the discussion

Basic Facts about DoD

- Largest organization in U.S. government
- Largest employer: ~2 million military (1.2 active duty)
+ 700,000 civilians
- Annual budget: ~\$700 Billion, 3.1% of GDP
(by comparison WWII 40%, Vietnam 10% GDP)
- Operating in ~150 countries, ~170,000 military personnel overseas

Scale and Scope of Resources and Operations

Structure of the DoD



Strategic Direction + Integration
of Plans, Operations, + Future Forces

Plans + Operations

Preparation for War
(Organize, Train, Equip)

Actors and Department Functions

- **Secretary of Defense (+ Office of SecDef)**
- **Chairman, Joint Chiefs (+ Joint Staff)**
- **Military Services**
- **Combatant Commanders (10 Commands)**
- **Strategy and Plans**
 - **National Defense Strategy**
 - **National Military Strategy**
- **Requirements**
- **Resourcing**
- **Capabilities (Acquisition)**
- **Operations**

Defense Reform and Global Integration

Does DoD have the right structure, processes, and actors in place to make decisions at the “speed of relevance”?

- **Goldwater-Nichols legislation (1986) was necessary and effective to improve joint planning and joint operations**
- **30 years later, it is no longer sufficient given changes in security environment**
- **CJCS Priorities: Military advice, NC3, and Global Integration**
 - **See CJCS in *JFQ 89* and Joint Strategic Planning System, CJCSI 3100.01D**
- **Your role on the Joint Staff, OSD, CCMDs, or Defense Agencies**

DoD in the Interagency System

Military Planning Process (Carl Builder)

Given agreed-upon national objectives:

- **Analyze the threats to those objectives**
- **Develop a military strategy to counter the threats**
- **Describe the military capabilities needed to underwrite the strategy**
- **Identify the specific military forces available to execute the strategy**

Two considerations 1) **Civilian leaders' decision making process**
2) **Role of institutional service culture**

DoD in the Interagency System

- **What is your principal's role in the policy process?**
- **What products and process will you use to support senior leader preparation for and participation in interagency decision making?**
- **Which actors in the interagency own pieces of the same portfolio and how will your office communicate and potentially integrate with them?**

Writing for Senior Leaders

Prepping the Battlespace

- **Collect and read key documents**
- **Introduce yourself to all the stakeholders**
- **Build a narrative story of your issue**
- **Develop a timeline**
- **Keep a running list of key leader engagements**
- **Start framing the problem...**

Then the tasker comes...

- **Who are you writing for? Who is the audience?**
- **What is the purpose?**
- **When is your deadline?**
- **What is your approval process? Who do you need to talk to or coordinate with?**
- **Start framing the problem...**

Writing Style

- **Plain writing – clear, concise, well organized**
- **Each sentence should make a clear, complete statement. A good paragraph is a series of clear, linked statements.**
- **No long sentences; unite subject and verb**
- **No big words, adjectives and adverbs**
- **No passive voice**
- **Be precise and concrete, avoid the abstract**

Writing Assignment

- Prepare a 3-page Options Memo for the CJCS and the SecDef
- Analyze two policy options:
 - Current US Strategy
 - A Revised Nuclear Agreement
- Recommend ~ 3 hours of work
- Instructions and Memo Template can be found at on the course website:
<https://www.ndu.edu/Academics/Officer-Prep-Course/>

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OPTIONS PAPER (template)

(3 pages in length; no footnotes; no attachments; 11 point font; 1-inch margins; single space within sections; double space between sections)

ISSUE: How to address Iran's nuclear program

BACKGROUND: (*Knowns/Facts* and *Key Unknowns* two paragraphs; max 1/2 of page)

ASSUMPTIONS: (10-15 one-two line bullets; ¼ to 1 page)

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STRATEGIC OBJECTIVES: (three one-two line bullets) *List In Priority Order*

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OPTION 1: (up to one page) *Summarize the current strategy (withdrawal from JCPOA) (Describe at least three instruments of statecraft (means) and the way in which they are orchestrated together to form a strategic option; you should select the military as one of the three instruments and include a detailed assessment of the military requirements).*

PROS: (*state exactly how/why the option achieves each of the stated objectives*)

CONS: (*costs, consequences, opportunity costs, risks, extent to which an objective is not met*)

OPTION 2: (¼ to 1 page) Department of State leads USG efforts to seek a revised nuclear agreement.

(Describe at least three instruments of statecraft and the way in which they are orchestrated together to form a strategic option; detail the military's role as one of the three instruments, how it would support this option, and include an assessment of the military requirements).

PROS:

CONS:

DISCUSSION: (between ½ and ¾ of a page) *Use this section compare and contrast the relative costs ("cons") and benefits ("pros") with specific focus on the military implications of both options. Summarize the advice you would recommend the Secretary or the Chairman deliver (5-6 sentences or talking points).*

Officer Name
War College, Seminar #

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Friday, 31 May 0900-1100

- **Classroom assignments are at bottom of course website:**
<https://www.ndu.edu/Academics/Officer-Prep-Course/>
- **Bring two hard copies of the Options Memo**
- **Be sure to include your name, war college, and seminar number**

Final Thoughts...

Backups

Providing for the Strategic Direction of the Armed Forces

The JSPS is the method by which the CJCS fulfills his statutory responsibilities, maintains a global perspective, and develops military advice

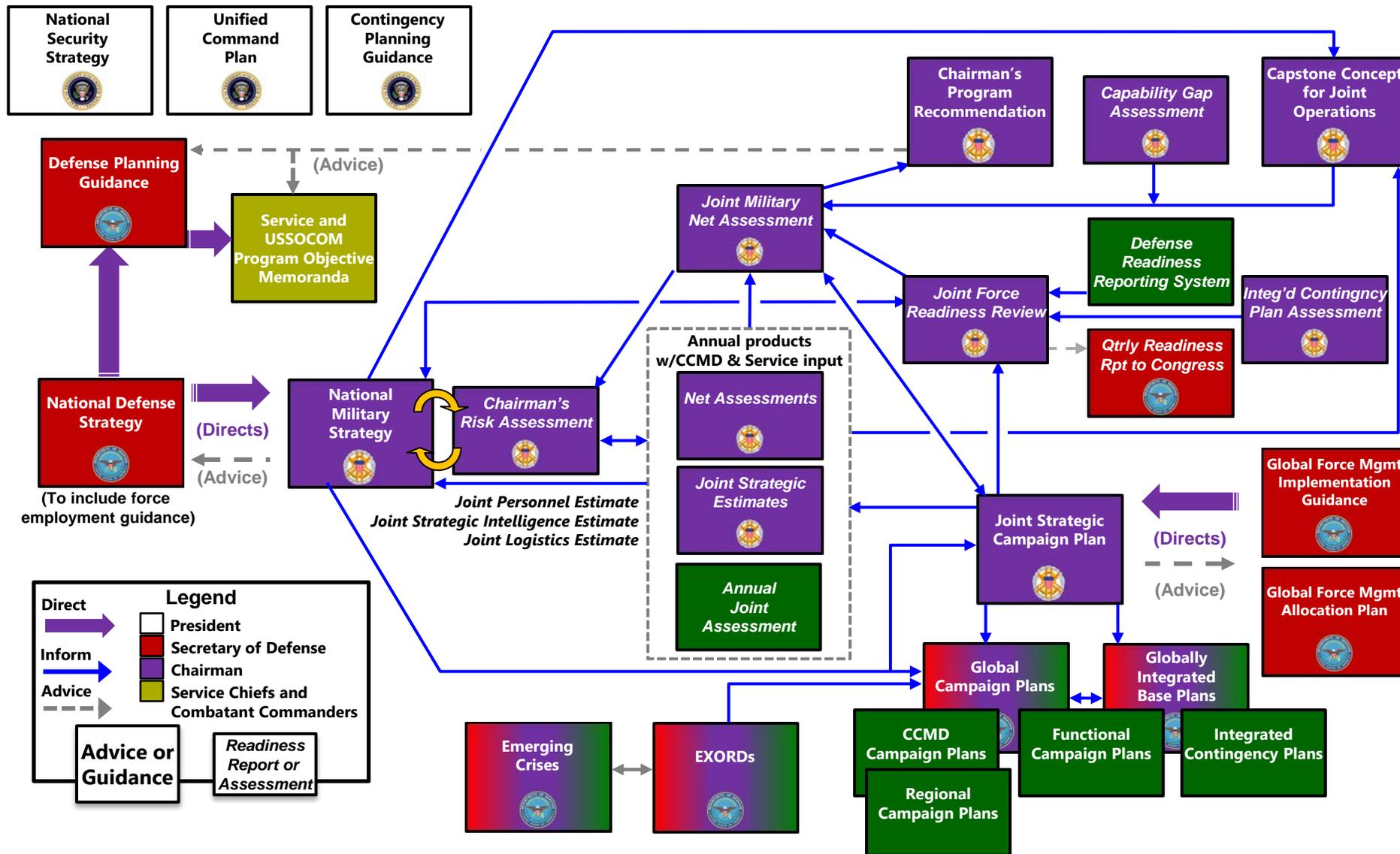
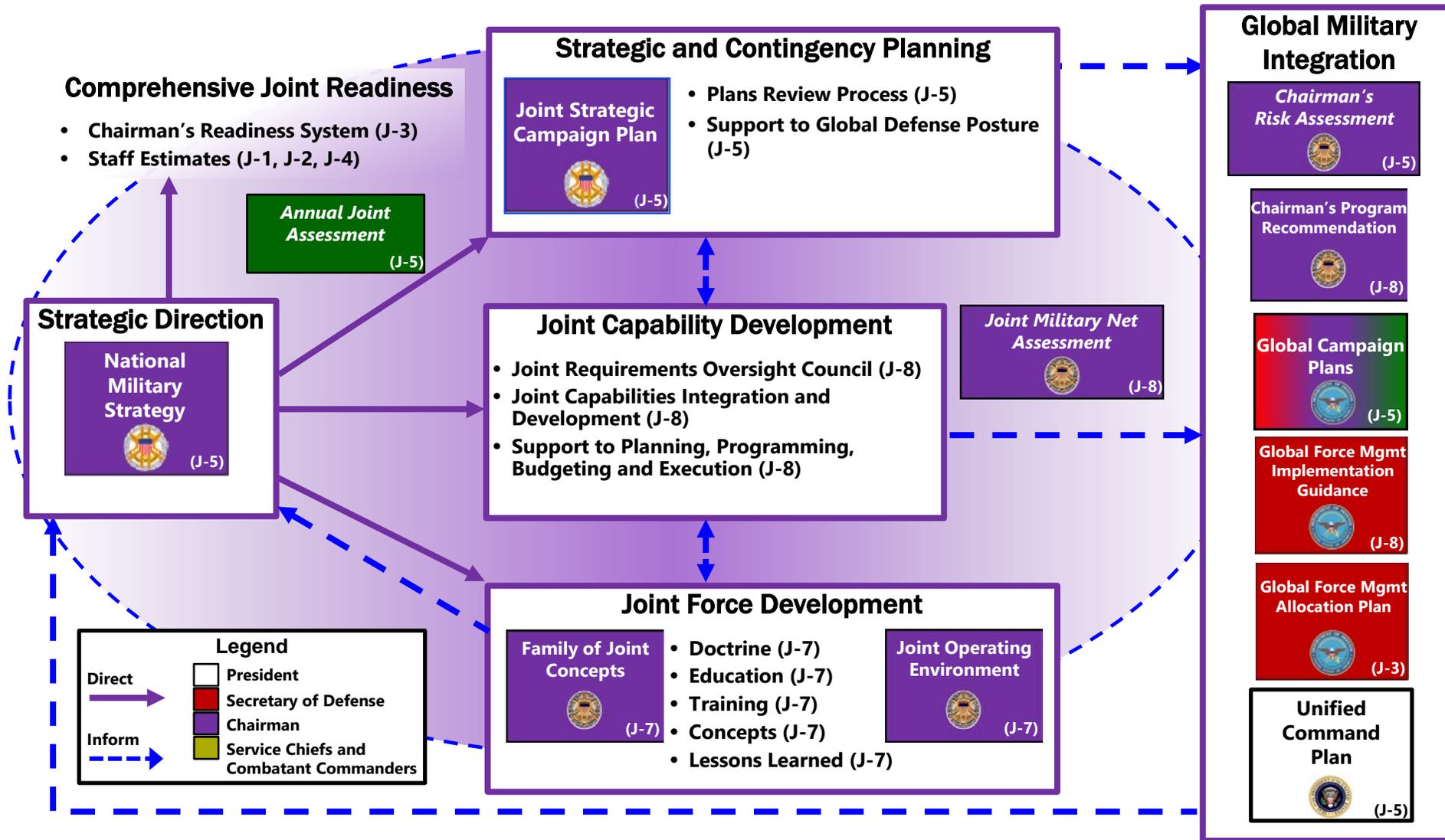


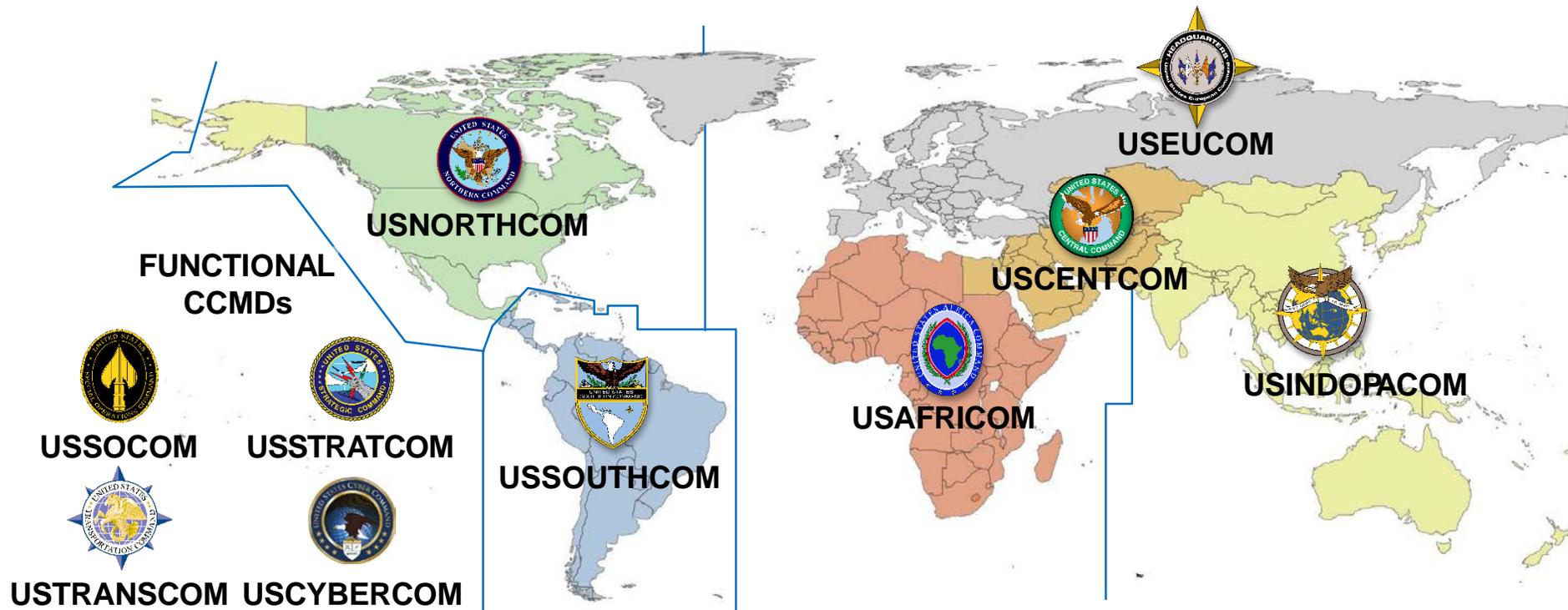
Figure 1: Joint Strategic Planning System

The JSPS is the method by which the CJCS fulfills his statutory responsibilities, maintains a global perspective, and develops military advice



Why Global Integration?

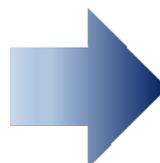
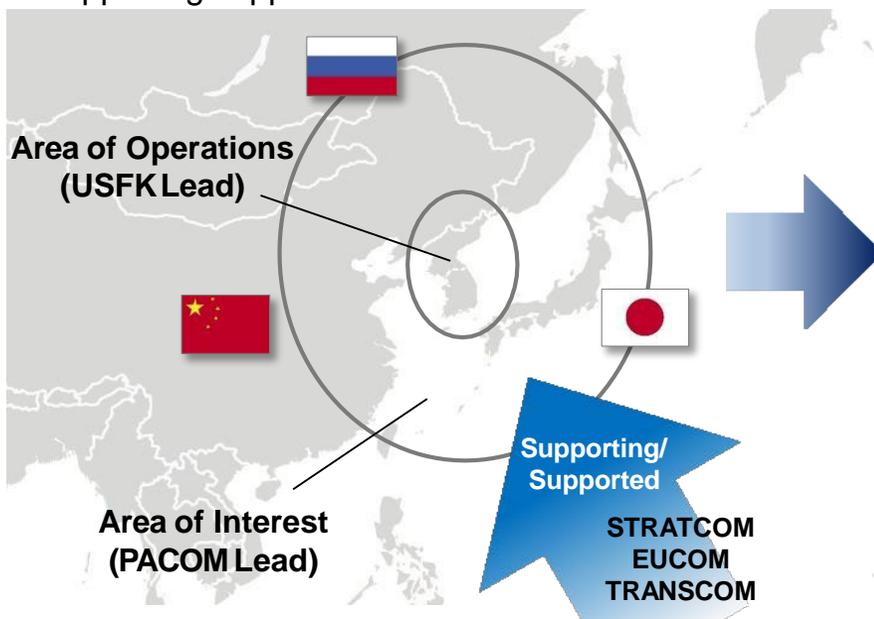
- Global integration is necessary because today's strategic environment has changed:
 - *Proliferation of advanced technologies have accelerated the speed and complexity of war*
 - *Conflicts involve all domains and cut across multiple geographic regions*
 - *United State's competitive military advantage has eroded*
 - *Global demand for forces continues to exceed the inventory*



Global Integration Case Study: North Korea

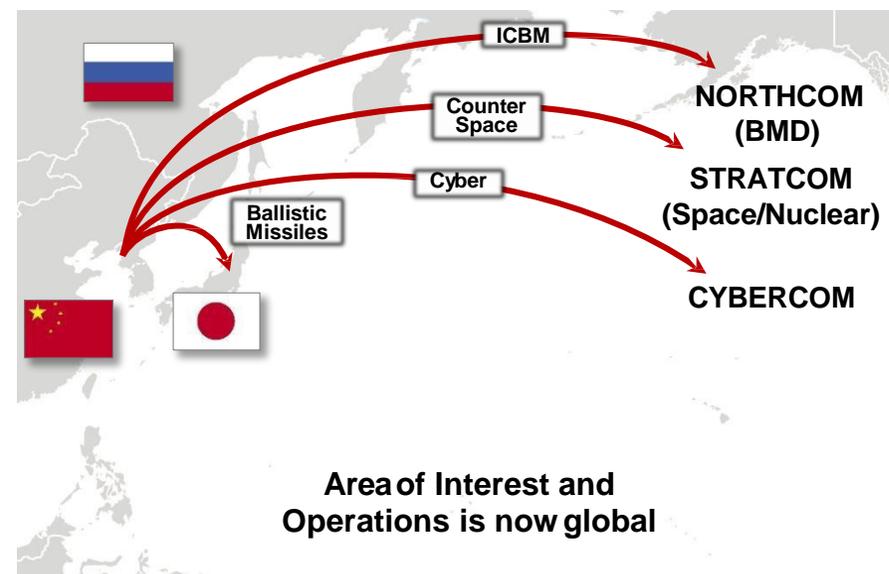
1990's:

- "End of History" – No peer competitor
- Possessed a competitive advantage over any potential adversary
- Joint Force had sufficient resources to address global requirements
- Threat from DPRK limited to Korean peninsula, Japan, and PACOM AOR
- Regionally focused planning, OPLANS, and supporting/supported construct was sufficient



Today:

- Return to Great Power competition
- Competitive advantage eroding (caused by budget instability, operational commitments, adversary advancement)
- Joint Force lacks sufficient capacity to meet combatant command requirements
- DPRK threat is trans-regional, all-domain, multi-functional
- Requires a globally integrated, campaign mindset
- Global force posture must be flexible, agile, and responsive



Legacy planning and decision making constructs are insufficient to deal with the speed of war today

How is Global Integration Achieved?

