



INSTITUTE FOR DEFENSE ANALYSES

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Cross-Domain Challenges and Analysis

William Fedorochko Jr.

May 2013

Institute for Defense Analyses  
4850 Mark Center Drive  
Alexandria, Virginia 22311-1882

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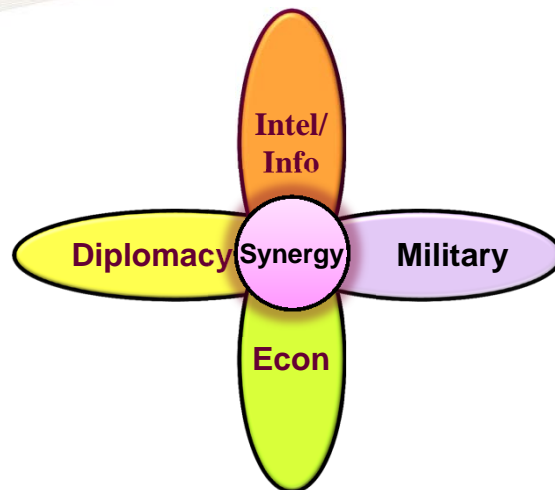


# Cross-Domain Challenges and Analysis

*Some Insights and Perspectives*

1 May 2013

## The Four Domains



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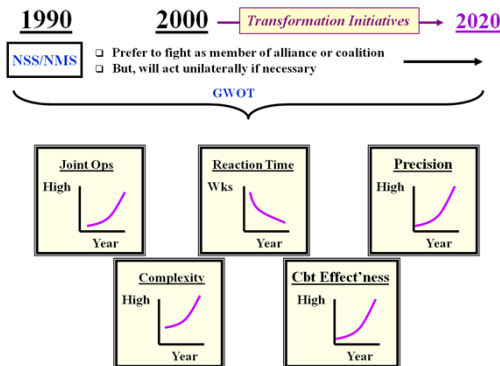
- Highlights of Past Efforts
  - Linking Security Cooperation, Guidance, Programs, and Execution (Oct 2003)
  - Improving Alliance and Coalition Management (Feb 2004)
- Defense System of Management (May 2013)

***Security Cooperation Management (Oct 2003)***

- DOD management framework is complex and complicates integration of effort
  - Two primary chains of authority
  - Security cooperation addressed in both chains
- Key terms and concepts are not standardized or well understood
- Difficult to link guidance, funding, and performance in a meaningful way
- Varying lead-times and funding restrictions complicate planning and ability to respond to shifts in direction / real world events
- Difficult to assess “capacity” of a nation to absorb assistance when developing strategies, plans, and funding requests

***Nature of warfare and likely crisis has changed dramatically...***

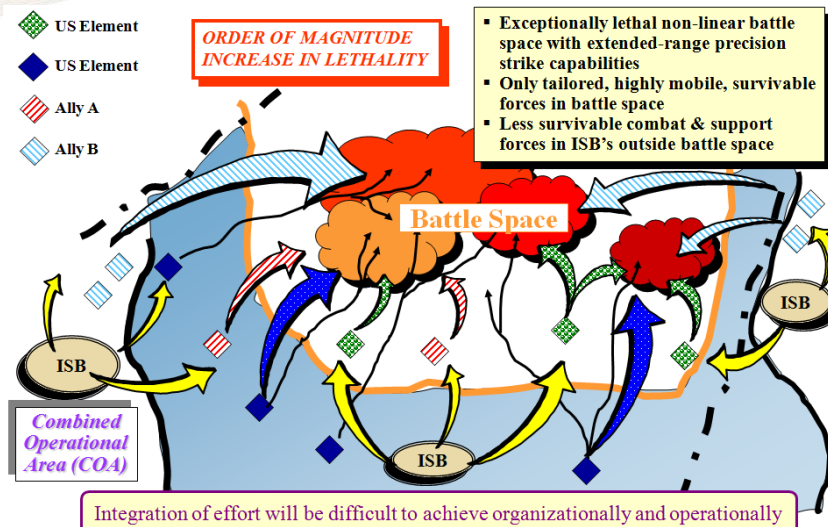
- Terrorism, instability in critical regions, little warning, and ad hoc coalitions far more prevalent/likely
- Dramatically different US capabilities



But, this likely means that few ad hoc coalition partners will be able to participate effectively in the types of operations we prefer to conduct

February 2004

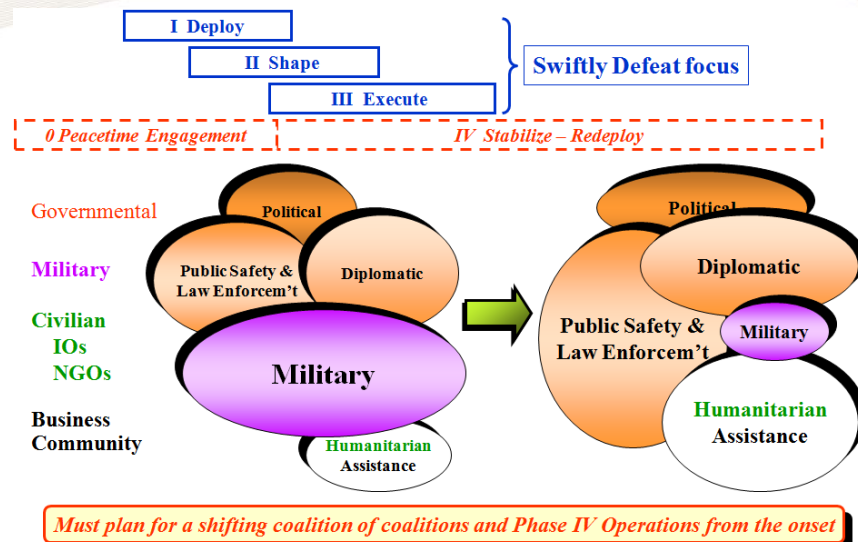
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February 2004

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## IDA Coalition of Coalitions Needed for Success

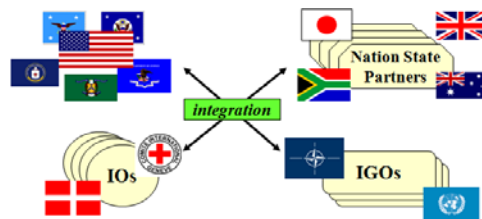


February 2004

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## IDA Conclusions

- Future operations will require flexible, tailored coalitions of coalitions to succeed
- Four important areas of interest in this regard



- Options available include improving:
  - Our capabilities (DOD-centric and USG interagency)
  - Capabilities of International Organizations (IOs) and International Government Organizations (IGOs)
  - Capabilities of our potential allies and coalition partners

February 2004

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## Security Partner Challenge

### Allied Senior Leaders must...

- Determine how to **allocate limited resources among competing priorities** across the spectrum of defense activities
- **Consider numerous factors in their planning and decision making**; these include:



- Maintain **proper stewardship of public funds**

**Defense System of Management (DSOM)**  
provides a systematic approach for  
addressing these types of challenges

## DSOM Objectives

### Designed to enable Senior Leaders to...

- **Respond more effectively and efficiently to security challenges and defense needs**
  - Timelier, more informed decisions
  - Well-reasoned defense plans and budget proposals that focus on the core defense and security needs and challenges
- **Improve stewardship** of public funds
  - Consider **cost-effectiveness** of options
  - **Objectively assess results achieved**
  - **Realign resources to protect highest priorities** during budget implementation
  - Improve **transparency and accountability**

## Major Components of DSOM

DSOM divides complex task of defense resource planning, decision making and management into logical components

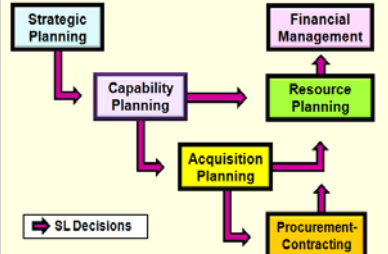
## Four mutually supporting systems

- Address spectrum of defense activities
- Link key functions, areas, and processes



## Two planning processes-horizons

- Medium-term planning process (H1)
- Long-term planning process (H2)

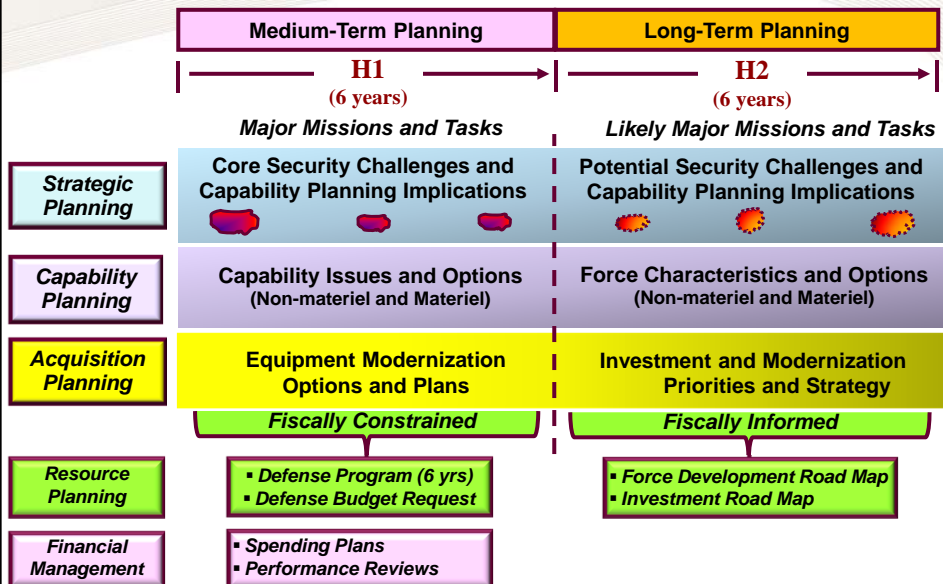


A family of mutually supporting systems, processes and products

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## Systems, Processes and Interrelationships



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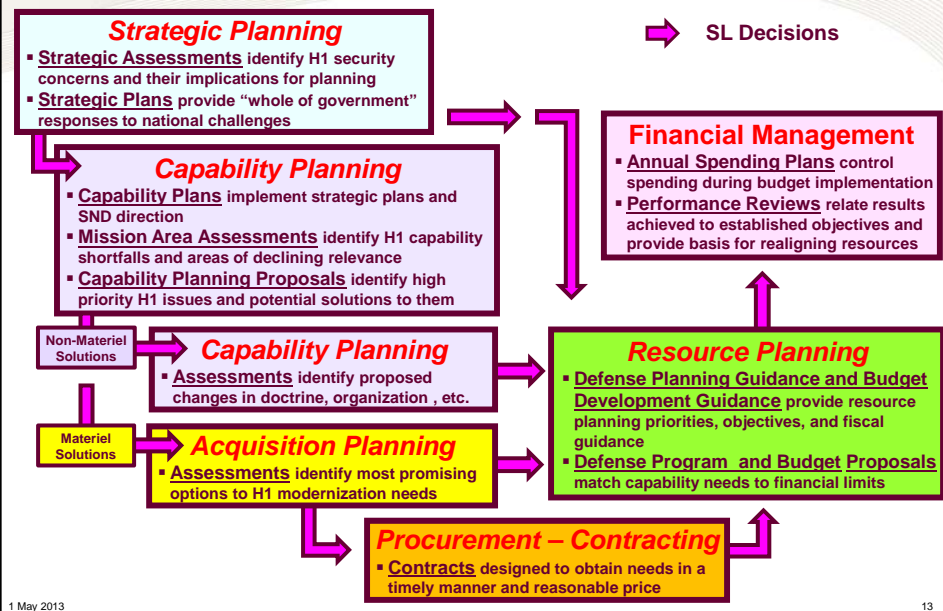
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## DSOM Design Characteristics

*In order to facilitate timelier, more informed decision making, DSOM...*

- Uses a common planning framework
  - Defense mission areas
  - Capability assessment areas
- Standardizes terms and definitions
- Employs collaborative decision making support processes
  - Centralized direction
  - Decentralized execution
- Establishes a single master planning calendar

## Medium-Term **Process** and **Products**



- Purpose of analysis is to facilitate informed senior leader decision making; this entails
  - Identifying and framing the issues of importance
  - Objectively assessing the relative merits of a range of plausible options in terms of their projected
    - Effectiveness and costs
    - Ease of implementation
    - Other factors
  - Identifying the most promising approach or approaches and supporting rationale therefore
- **Food for thought / discussion**
  - What are the major strengths / weaknesses of the current system for determining DOD capabilities?
  - What are the major strengths / weaknesses of the current system for applying USG capabilities?
  - When and how should DOD involve:
    - Other USG agencies?
    - Coalition partners?

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