



**Office Of Net  
Assessment**



# 2001 Transition Brief

# OSD - NET ASSESSMENT TRANSITION BOOK

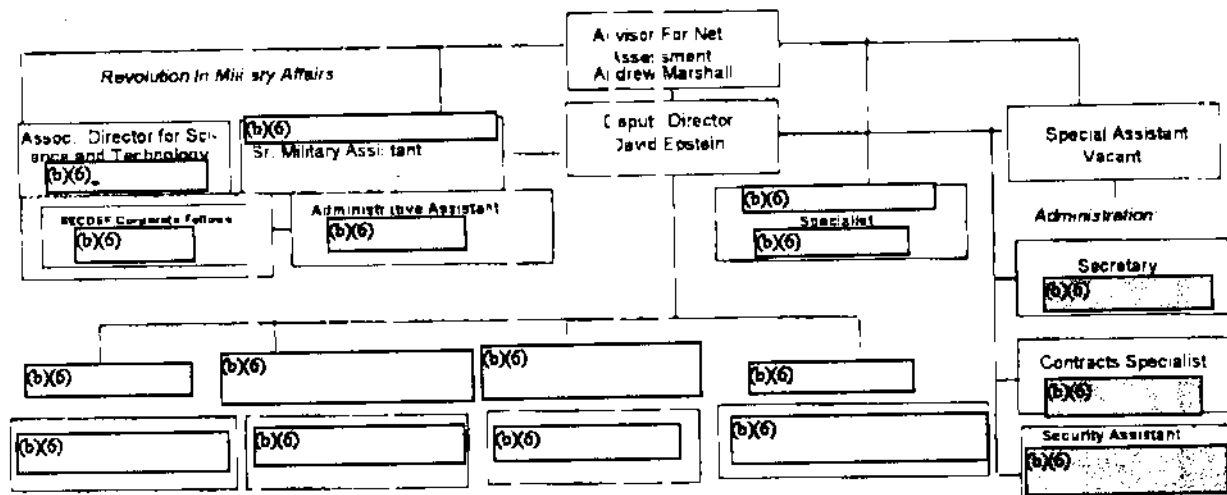
## January 2001

### I. Organization and Management

#### A. Organization

##### 1. Organizational Structure.

The office includes 5 employees and is organized largely by the subject matter of the various major projects. All analysts report to the Director. The Deputy Director supervises the preparation of assessments, and together with the Special Assistant and the Senior Military Assistant, the management of the office.



##### 2. Goals and Functions

The Advisor to the SECDEF for Net Assessment is principal staff assistant and advisor to the Secretary of Defense and Under Secretary of Defense for Policy on net assessment matters.<sup>1</sup> He develops comparisons of US and foreign military capability and potential, emphasizing aspects of

<sup>1</sup> The Office was created in 1973. In the summer of 1970 the Fitzhugh Blue Ribbon Defense Panel noted that the absence of strategic planning was a significant weakness in the Defense Department and recommended that a net assessment and strategic planning function be established that would report directly to the secretary of defense. The panel was concerned that no one ever put the entire strategic picture together and believed that the secretary needed someone close to him who would be an unbiased adviser about where the U.S. military posture stood relative to potential adversaries. There was no mechanism within the Department of Defense to provide integrated analysis that systematically placed existing or proposed programs in the context of the capabilities of the United States and its allies versus those of possible antagonists. A way was needed to bring enemy and friendly data together with no restrictions on the information used and no limits on questions as to its accuracy or relevance. Real diagnosis was needed, not just assessments of the potential impact on the enemy in order to justify military programs that the services had already decided to pursue. G. Hickett, J. Roche, B. Watts, "Net Assessment: A Historical Review", in A. Marshall, J. Martin, and H. Rowen, eds., On Not Confusing Ourselves, Westview Press, 1991, p. 166.

the security environment that are likely to change in the future and present threats or opportunities to the US. He sponsors external research and directs a staff of military and civilian analysts who research and write papers on these issues.

In addition to this broad function, the Advisor for Net Assessment has been assigned a number of more specific tasks. Past examples of these include a major role in studies of (b)(5)

(b)(5) the Future Security Environment Working Group for the Commission on Integrated Long Term Strategy (1986 to 1988), the (b)(5)

(b)(5) A present, major specific tasks assigned to the Director are:

a. **Chairman of the Joint Integrated Contingency Model (JICM) Steering Group** JICM is a complex operational and strategic level analysis and war gaming simulation model used by (b)(5) Defense Department organizations. The Office of Net Assessment coordinates the development funding of the model through (b)(5)

(b)(5) and coordinates application and support funding provided by JICM users. The Steering and Working Groups monitor the management of the model and provide direction for future developmental efforts.

(b)(5)

c. **Director, USDP Summer Study.** The purpose of the Summer Study is to examine issues of interest to the Secretary and the USDP. Participants are drawn from the academic community, think tanks, industry, and congressional staffs, as well as OSD, the Joint Staff, and the special study groups of the Service Chiefs. In recent years, Summer Study groups focused on developing plausible strategies the U.S. might adopt with regard to growing Asian power.

d. **Director of the SECDEF Corporate Fellows Program.** This program assigns mid-grade officers to private sector organizations that have demonstrated strategic agility in dealing with emerging information-based technologies as they affect business processes. Fellows are subsequently detailed to follow-on assignments where their unique experience can contribute to information-based solutions to service specific and joint technical, operational and organizational problems.

## **B. Management**

### **1. Chain of Command**

The Advisor to the SECDEF for Net Assessment reports to the Secretary of Defense through the USD(P).

### **2. Regulatory Authority**

None.

### 3. Management studies and issues

a. **Chain of Command.** The Office of Net Assessment was initially established in 1973 under Andrew Marshall, its current and only director. At different times, the director has reported directly to the Secretary of Defense or to the Secretary of Defense through the Under Secretary for Policy. In 1999 the Defense Reform initiative reorganized the Office of Net Assessment putting it under the National Defense University. Currently, the office reports administratively to the President, National Defense University and otherwise to the Secretary of Defense through the Under Secretary of Defense for Policy per DOD Directive 5108.1 of 27 September 2000.

(b)(5)

### C. External Process

#### 1. Executive--key interagency relationships

This office maintains liaison with those Executive Branch departments and agencies that are directly concerned with defense issues, to include (b)(5) the State Department, the National Security Council Staff, and federal research, development, and weapons laboratories. This office has periodically supported interagency strategic planning efforts.

#### 2. Congressional

The Advisor for Net Assessment has, on occasion, been requested to testify before Congress, or to provide assessments or views on a variety of defense issues. Most recently, congress directed this office to review and evaluate all gaps in relevant knowledge about the People's Republic of China's capabilities and intentions as they might affect the current and future military balance between Taiwan and the People's Republic of China.

#### 3. Public

Almost all of our assessments are classified. In a few cases, the office has produced unclassified studies, notably the 1999 Summer Study: ASIA 2025.

## **II. Budget**

### **A. Budget detail**

The current year budget for all Net Assessment activities is \$8.638 M. The overwhelming majority of the budget funds contractor studies in support of assessments.

### **B. Budget trends**

The current year budget represents a gradual increase in funding over the past five years.

### **C. Budget issues**

(b)(5)

## **III. Personnel**

### **A. Summary statistics**

OSD/Net Assessment has 15 employees. The seven civilians are the Director (SES-6), Deputy Director (SES-5), Associate Director, Science and Technology (SES-4), three Civilian Assistants (GM-15), Contract Specialist (GM-13), Special Assistant to the Director (GS-11) (currently vacant), and two Secretaries (GS-8). Six military personnel are assigned to the office. Four military officers are analysts, with the title Military Assistant to the Director (Navy: one captain, Army: one colonel; Air Force: one colonel; Marine Corps: one lieutenant colonel.) The security and document control specialist is an Air Force master sergeant with a senior airman assistant.

### **B. Personnel management issues**

None

## **IV. Policy/Issues**

### **A. Overview of the Policy Development Process**

Policy for the Office of Net Assessment-- meaning primarily, the topics to which it devotes its personnel and other resources is established by the Secretary of Defense.

### **B. Major policy issues requiring attention in the next few months**

Because the Office of Net Assessment focuses on longer-term strategic issues important to the Department, most of its activities do not demand near-term decisions. At some point however the Secretary will want to offer his own guidance about what subjects OSD/Net Assessment should

study and what products would be most useful. To that end, section I below offers a brief summary of our current research agenda.


**1. Subjects for New Assessment Work.** The Office is currently focussed on five main subjects. An issue for attention is whether this agenda should be amended or supplemented.

- **The Revolution in Military Affairs (RMA).** Current RMA efforts are associated with reviewing (b)(5) in recent years. We are seeking interesting operational concepts that might lend themselves to experimentation as a first step in developing improved combat capabilities (b)(5). These strategies would be based on studies of past military revolutions (e.g., the German development of Blitzkrieg or mechanized warfare and the development of aircraft carrier aviation by the U.S. Navy) as well as war games run specifically to review (b)(5).

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- **Former Soviet Union Studies.** We are continuing several research projects with expert analysts on the economic, social, and military development of the republics that succeeded the Soviet Union. We are specifically looking at changes in Russian demographics as well as societal elite and popular opinions that may reveal trends in the political and economic development of the Russian Federation.