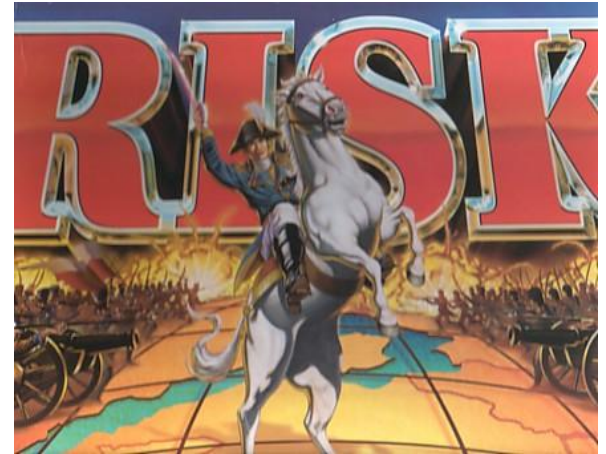
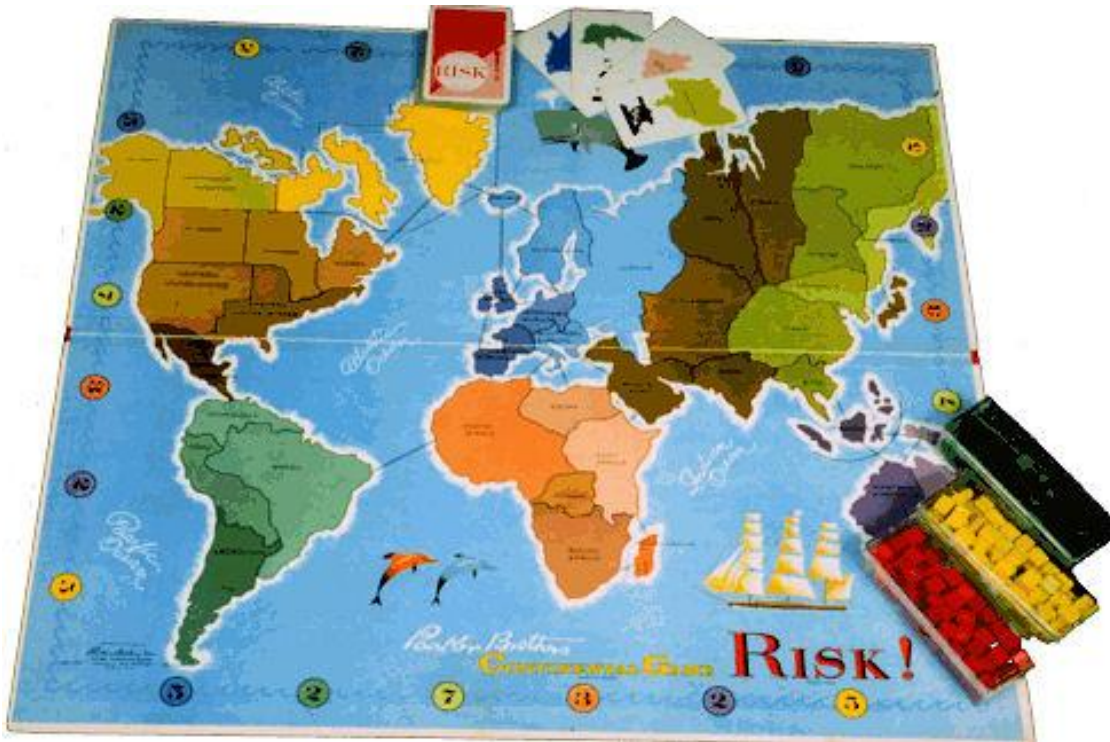




# Peace: A Risky Business for the U.S. Military?



Professor Kevin P. Kelley  
National Security Affairs Department



# A Context

- ▶ U.S. Military = a family of “brands”
- ▶ Their “Product” = national security
- ▶ Each military Service has a niche...which it jealously guards
- ▶ U.S. Military is highly regarded, respected, and trusted
  - ...by the American public
  - ...by our civilian leaders





# The Result



- Trust of military = key advantage in crisis situations:
  - national security issues
  - natural disasters
  - humanitarian relief
- The military respond to emerging crisis with SOPs:
  - Generally, perceived by the public to be timely and effective
  - Reinforcing the public's perception of military competency and trustworthiness.
- Generally, the “efficiency” of the responses are not closely examined...initially.





# The Reality

- “Effectiveness” should be the “key” criteria...initially
- “Efficiency” is, however, frequently an important long-term consideration that is under-examined, examined late, or marginalized as a criteria
- During war time, the tendency to value short-term effectiveness over efficiency is, naturally, only increased
- When wars end, closer assessment of military performance frequently emphasizes “efficiency” and ethics...military’s reputation often suffers as a result





# The Threat



- ▶ End of the Iraq War and Afghanistan War = closer scrutiny of military's performance in these conflicts
- ▶ Likely result = discovery of waste, fraud, mismanagement, and (sometimes) worse
- ▶ The “fog of war” dictates that some inefficiencies, poor decisions, etc. will inevitably occur...but politicians and the public will want to place blame
- ▶ US economy will further threaten military budgets = search for “peace dividend”





# Possible Effects

- ▶ The military may become defensive:
  - Try to minimize or even cover up past errors
  - Blame the media
  - Complain about an ungrateful nation
  
- ▶ The military Services may turn on each other
  - Cooperation between Services may decrease
  - Competition for very limited resources may become aggressive
  - Service visions of future conflict may trump DoD vision
  - Within Services, competition for resources between warfare “communities” may become intense and counter-productive

**Bottom Line: Parochialism may dominate**



# Impact on Trust

- ▶ Revelations about military performance in Iraq and Afghanistan, severe budget cuts for the military, and subsequent reactions by the military could lead to a significant deterioration of the trust and respect the military has enjoyed
- ▶ A decrease in public trust could, in turn, reduce the military's influence in crisis situations:
  - Not necessarily a bad thing.....
    - .....but potentially catastrophic when the military really does know best



# Potential Mitigating Actions

## The Military should:

### **Conduct its own “after action report” on both Iraq and Afghanistan**

- Conducted by “outside” panel of experts
- Comprehensive, detailed, frank...constructively critical
- Make findings public
- Hold military leadership accountable for any egregious or clearly unlawful actions
- Develop specific, measurable plan to correct errors, institutionalize changes and track progress...publically

### **Ensure spirit of cooperation (Jointness) is not undone by budgetary infighting**

- Requires proactive action by SecDef, Chairman of JCS, and Chiefs of each Service
- Requires clear vision of potential national security threats and appropriate “Joint” force capabilities and force structure to counter those threats



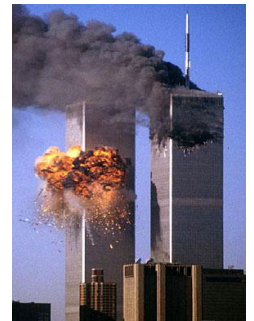


# Potential Mitigating Actions (Continued)



## **Increase emphasis on domestic crisis/disaster relief capabilities:**

- ▶ Return National Guard focus to domestic disaster relief and homeland defense
- ▶ Allocate adequate resources to fully fund these capabilities
- ▶ Increase interaction of National Guard and “regular” military forces with first responders



## **Trust building measures with public and politicians**

- ▶ Educate politicians about the capabilities and limitations of our military forces
- ▶ Expand military interaction with the public through outreach efforts to include:
  - Supporting local educational, recreational, and redevelopment efforts
  - Expanding military speakers programs
  - Encourage regular open-houses on military bases
  - Etc.





# Conclusion

- ▶ The trust and respect currently enjoyed by the U.S. Military is a valuable asset...but one that is perishable.
- ▶ The nation, the public, and the military will benefit if we learn from past post-war periods and avoid unnecessarily undermining this trust and respect.
- ▶ This effort must be substantive rather than simply public relations focused.



# Back-up Slides



US Naval War College









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# Assessment



**“However beautiful the strategy,  
you should occasionally look at  
the results.”**

Winston Churchill

# Realism (“Jungle”)

Every morning in the jungle, a gazelle wakes up.  
It knows it must run faster than the fastest lion or it will be killed.  
Every morning in the jungle, a lion wakes up.  
It knows it must run faster than the slowest gazelle,  
or it will starve to death.  
Out in the jungle, It doesn't matter whether you are a lion or a gazelle.  
When the sun comes up, you better start running.

