



## 2012-13 KSIL Update No. 01

August 31, 2012

### ADDITIONAL COMMAND-SPONSORED TOPICS

#### **I Corps**

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1. Identify new opportunities in the Pacific Area of Operations that take into account the rapid population, military, and economic growth; as well as the changing nature of the threats in North East, South, and South East Asia. Areas of focus:
  - a. Review of current PACOM and USARPAC exercises in relationship to the changing environment in the Pacific. Especially interested in shaping the Army's future role in the Pacific with opening South and South East Asia, while staying engaged in North East Asia. CSA was very interested in opening South/South East Asia.
  - b. Resourcing Corps and Division level HQs with the correct Joint and JIM plugs for exercises. The current system used to source these critical positions is not very agile and results in late or no plugs.
  - c. Focusing the Army's Mission Command Training Program (MCTP) on PACOM/USARPAC exercises with the intent of having a recurring annual WFX exercise in South East Asia.
  - d. Prepositioning of Strykers in Australia with a Company Team set initially and then a BN TF set.

#### **I Corps**

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2. Development of a Resilience Center (campus) and integration of programs on installations which would provide increased access across all of the different services offered. While there are numerous programs, we have "built the airplane while in flight" across many Commands. Have a team study this problem with the intent of creating a holistic approach that consolidates services (Resilience Center), such as at Fort Benning, Fort Carson, and Fort Hood, which have all shown tremendous potential. Areas of focus:

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- a. Short-term TTPs that have been learned from current Resilience Centers at Army installations.
  - b. Key infrastructure requirements to support the concept.
  - c. Command and Control of the programs to ensure unity of effort across the Army and on installations.
3. Identify future long-term Resiliency Center requirements and programs.

## USACE

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### 1. Civil Works

- a. The U.S Army puts a lot of time, emphasis, and investment in developing leadership skills among military officers. Compare and contrast the training and development processes for military leaders with that of the Corps' and recommend changes to the USACE process, including implications for selection criteria for selecting USACE leaders from GS-14 to SES levels.
- b. What are the technological skills (not technical skills) that senior leaders will need in the next decade? What implications do these skills have for the selection of senior leaders? How might senior leaders best develop these skills?
- c. How can USACE improve its anticipatory planning capability? How do job rotation and developmental assignments play into developing this skill?
- d. What foreign policy experience and travel are critical to leadership effectiveness for senior leaders in the Corps?
- e. What would be a good succession planning framework? What is the key success criterion that may be integrated into it?
- f. What performance measures should we measure and monitor that would ensure the Civil Works strategic goals are linked to the USACE campaign goals, the Army goals, and the national objectives to realize them? What reinforcements are needed to embed these performance standards in the USACE corporate culture as key success criteria?
- g. COCOMs' and USACE International Water Security Strategy. Around the globe, both the COCOMs and USACE MSCs are increasing their emphasis on the importance of water security, as well as the major consequences that could come from a reduction of safe and stable water supplies in the region, by enhancing its policies and capability. These efforts strengthen the overall security posture in the region. In response to these consequences – reduced access to fresh water, impaired food production, poor water sanitation, infrastructure development concerns, the loss of livelihood, large-scale migration within and across borders, climate change adaptation, increased weather severity, and increased economic and geopolitical tensions and instabilities. While the COCOMs and their supporting elements emphasize water security strategy as a necessary means to enhance their respective region's overall stability, a consistent engagement strategy has not been promulgated within DoD

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that fully recognizes and leverages the engineering and civil works capabilities across the USACE MSCs and supporting Laboratories and FOAs. Articulating USACE capabilities would provide an important leveraging factor in the execution of such a strategy.

- h. Financing of USACE Public Works. How can USACE finance Public Works through innovative financing state public-private-partnerships and infrastructure banks? Federal domestic discretionary spending is becoming increasingly constrained, and future O&M funding for USACE Civil Works projects across the nation will likely not be sufficient in the future to adequately manage all of the existing infrastructure in the Corps infrastructure portfolio, This effort will identify potential innovative alternative financing opportunities as well as identify the legislative or policy changes needed to implement these opportunities which would allow the USACE Civil Works program to provide more “Value to the Nation” and/or lessen the stress on future limited Federal budgets. In the past, the Corps has used many techniques to lower its cost of operations to include the transfer of the management of project lands for environmental or fish and wildlife purposes (with retention of flowage easements) to other state or local governments or nonprofit organizations, leasing of recreation areas, innovative contracting, consolidation of offices and consolidation of equipment. Typically, however, past efforts have looked at separable portions of individual projects. This effort is intended to identify innovative financing opportunities, such as through state public-private-partnerships and infrastructure banks, along with business transformation (i.e., contracting innovations), such as design-build; design-build-operate; design-build-own and operate, etc. mechanisms, and test the assessment of their application against whole projects or groups of projects and a system (watershed) basis.
- i. The changing roles of the U.S. Army Corps of Engineers. During the 19th and 20th centuries, the Corps expanded in size and mission through growth of its civil works programs – first primarily in construction, but followed by increased operations and maintenance. In the 21st century, these missions continue to evolve through increased contractor support, flat or declining budgets, and continued development of a joint expeditionary military force. Given these changing mission environments, what changes to the military and civilian organizational structures will be needed for the USACE to best meet the mission challenges through 2025?
  - 1) Suggest that USACE also offer to provide Advisor Support to U.S. Army War College students on topics relevant to the Corps. Based on our previous mentoring with the students, it is clear that a student advisor is just as important as the title/subject of a U.S. Army War College (Master’s) Strategic Research Project (SRP). Whether this person is the primary advisor, co-advisor, or technical advisor, the discussions and mentorship that evolve are key to the success of the thesis effort. Districts and Divisions have unique skills and expertise to serve in these roles as well as HQUSACE and USACE Institute for Water Resources also have people that work on strategic issues as well as being graduates of Senior Service Colleges.

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### 2. Military Programs

- a. Sustainability and Energy for Contingency Operations.
  - 1) How should the Army adjust its training and doctrine to ensure that future commanders have the awareness and tools available to optimize our contingency base camp operations?
  - 2) Due to tour length restrictions, the required focus on warfighting, the nature of the contingency, and logistics and technical systems that provide what the unit needs without obvious costs, commanders are not fully aware of the possibilities and rewards for improved base camp sustainability. Sustainable operations can significantly decrease the logistical footprint and improve the force protection of deployed forces. We need to integrate “sustainment” into our doctrine as part of a larger culture change within Army.
- b. Engineering/Infrastructure as a tool for security cooperation.
  - 1) How should the U.S. Army and USACE adjust to provide a “whole of government” approach to security cooperation? Collaboration is difficult between Army, USAID, and the Department of State in providing a unified approach to security cooperation. Funding lines, authorities, and organizational capabilities all constrain our ability to cooperate in a way that optimally advances U.S. Government goals. Engineering talent can be a critical success factor toward meeting these goals but is not always visible/available to the country teams. Defense attaches/country teams, Army Service Component Commands, COCOMs, and USACE need to improve integration of engineering/infrastructure development efforts with USAID and NGOs.
- c. New ACP Objective 3.4, Building Partner Capacity.
  - 1) How should the Army address its contracting tools to building partner capacity to both maintain infrastructure that is constructed by U.S. Forces *and* be able to build similar facilities themselves in the future?
- d. Creating regional humanitarian response capacity.
  - 1) How can we create regional capacity, where warranted, for allies to address sudden challenges?
  - 2) This is particularly useful in “no-notice” events like natural disasters. Providing a capacity for consequence management to “no-notice” events like natural disasters, population dislocations, famine, etc., through regional cooperation has promise both in terms of improving regional stability and addressing significant humanitarian challenges in strategically important regions. The United States seeks to build and leverage relationships with regional allies and organizations to build and synchronize their capacity to mitigate the effects of natural and man-made events on populations.
- e. Joint infrastructure development and facilities management.
  - 1) Should DoD combine the infrastructure development and facilities management of the Services?
  - 2) Joint bases are increasingly supporting the units and families of multiple Services. Anticipating further BRAC drawdowns of facilities, this trend will continue. Is a joint approach to infrastructure development and facilities management feasible, and what advantages/disadvantages does it offer DoD, each Service, and U.S. taxpayers?
- f. Water resources and conflict lessons learned.

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- 1) Examine how the U.S. Government handled water resources before, during, and post conflict (Vietnam, Afghanistan, Pakistan, Iraq, Yemen, Haiti, Somalia and West and East Africa) – a 50-year retrospective and lessons learned – with an idea for post conflict stability, health, and economic growth. Mr. Christian Holmes, USAID, Global Water Coordinator, is recommended advisor on topic.

### 3. Human Resources

#### a. Civilian Talent Management.

- 1) According to recent U. S. Merit Systems Protection Board (MSPS) analysis, strategic human capital planning is an effort that agencies need to take very seriously. At least to some degree, inadequate planning during the last federal downsizing effort in the 1990s resulted in significant gaps in the developmental pipeline for critical positions in many agencies. During that period when agencies were frequently allowed to fill only a limited number of their vacated positions, they often did not take the time to engage in strategic human capital planning. Many simply hired more people with the same basic skills as those who had left the agency, albeit with less experience and institutional knowledge.
  - 2) With potential reductions in Army and Civil Works budgets that may result in a smaller affordable civilian workforce, what can the U. S. Army Corps of Engineers do to best reshape their workforce? How can the Corps achieve better hiring outcomes? How does the Corps best motivate, develop, and retain the engineering and other needed talent to continue to complete their missions now and in the future?
- b. Determine return on value (ROV) from leadership development programs such as the DA Civilian Education System. What additional integration can be achieved between the military and civilian leader training events? Evaluate the impact of formal leader development programs (LDPs), such as the USACE LDP. Address methods of controlling the increasing volume of HQDA-mandated mandatory training.
- c. Develop a Change Management Strategic Plan that encourages leadership and training proponents to support and champion distance learning (DL) and other forms of knowledge transfer in an effort to shape the learning culture of the workforce to a more blended approach to training and learning (resident, when needed, DL, “wikipedia”-type knowledge sites).
- 1) What are the challenges?
  - 2) What are the potential cost savings?
  - 3) How is ROV affected?
  - 4) How can such training support just-in-time training and a culture of continuous learning and knowledge transfer?

### 4. Public Affairs

- a. Leadership Engagement. In order to strengthen leadership engagement, develop an action plan that identifies and develops standardized process for communication that drives dialogues, relationships, and direct feedback. The plan should identify methods to leverage managers as communicators, both internally and externally, extend communication ownership to all

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managers, develop roles/expectations for managers to be key communicators with their teams and external stakeholders, provide the tools, training and information to help them succeed, and establish expectations and accountability for communication performance.

- b. Culture of Strategic Engagement. U.S. Army War College students develop a strategic plan to help bring all disparate groups of communicators together and influence the culture of USACE such that strategic communication is seen as a key enabler of strategic engagement. USACE leaders would recognize the value of strategic communication and strategic engagement in enhancing relationships by coordinating and managing, tracking and evaluating stakeholder/audience needs, issues, messengers, messages, documents, actions, events, engagements, and assessments. Identify strategies, methods, processes, and resources to ensure strategic communication and strategic engagement are fully integrated into all USACE operations.

### UNC/CFC/USFK

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#### 1. USAWC Fellowship Program

- a. How can we strengthen and sustain readiness on the Korean Peninsula?
  - 1) Are we doing the right training, with the right forces, at the right time?
  - 2) How important is U.S.-ROK-Japan trilateral training and exercises to readiness here?
  - 3) How can the UN Sending States become more involved to improve readiness?
  - 4) What is hindering our readiness?
- b. Assess the effectiveness and capabilities of the current force structure on the Korean Peninsula and U.S. commitment to the ROK and make recommendations.
  - 1) Is the force structure sufficient to deter and defend the ROK?
  - 2) Are there key capabilities lacking in the current force, equipment, and technologies?
  - 3) Are there sufficient U.S. Army Special Forces capabilities trained and focused on Northeast Asia? If not, how could the U.S. Army close the gap?
- c. Assess the impact of wartime OPCON transition in 2015 to the ROK on the C2 capability of the ROK-U.S. military alliance and the multi-national United Nations Command (UNC).
  - 1) What are the challenges and recommendations for balancing national sovereignty and alliance equities for UNC and USFK to achieve unity of command?
  - 2) How can the ROK-U.S. military and multinational militaries effectively command and control on the Korean Peninsula in times of crisis and war?
- d. What security and/or stability operations would USFK and off-pen commands/agencies execute or support if there was a regime collapse/change in North Korea?
  - 1) What are possible scenarios for instability and/or regime collapse in North Korea?
  - 2) What would be the most challenging life support and infrastructure requirements?

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- 3) What would be the security requirements to maintain rule of law?
- 4) Who are the spheres of influence the U.S. and ROK must engage and influence?
- 5) What lessons learned from OEF/OIF would be suitable for North Korea? What lessons would not?
- 6) What is the role of NGOs and civil society?
- e. Assess the future prospects of a trilateral U.S.-Japan-ROK security relationship in Northeast Asia.
  - 1) Are there benefits of a trilateral military partnership or treaty in addition to or versus the current bilateral alliances?
  - 2) What are the political obstacles to a trilateral partnership and what U.S. STRATCOM strategy would help overcome them?
  - 3) How could USFK best nest with USPACOM to build and sustain a trilateral military partnership?
- f. Assess future military cooperation between ROK and People's Republic of China (PRC) and the subsequent implications for the ROK-U.S. alliance.
  - 1) Define the recent and current mil-mil engagements between the PRC and ROK, and assess the near-term and long-term engagement strategies for both countries.
  - 2) Discuss the opportunities and threats to the ROK-U.S. bilateral alliance.
  - 3) What should the STRATCOM be for the U.S., USFK, and the ROK-U.S. alliance?
  - 4) Look beyond the North Korean issue.
- g. Assess the future relationship of PRC and NK and implications for the ROK-U.S. alliance.
  - 1) What are the advantages and disadvantages for China to continue to support North Korea politically, economically, and militarily?
  - 2) Discuss the opportunities and threats to the ROK-U.S. bilateral and ROK-U.S.-Japan trilateral alliances.
- h. Assess North Korean cyber threat to the ROK and USFK.
  - 1) What are North Korea's cyber attack capabilities and the U.S. and ROK cyber vulnerabilities?
  - 2) What is North Korea's strategy or doctrine for cyber attack?
  - 3) Do cyber attacks constitute violations of the Armistice Agreement?
- i. What prevention strategies should commanders at all levels employ to improve Service member conduct in USFK?
  - 1) What policies should DoD add for stopping Service members and/or family members from bringing in drugs such as Spice and Bath Salts?
  - 2) How can leaders prevent the distribution and use of these new, cheap and very profitable drugs?
- j. How can the National Guard's State Partnership Program (SPP) be leveraged to better integrate UNC Sending State niche capabilities into supporting forces in the Korean theater?
  - 1) Washington's SPP partner is Thailand (a UNC Sending State), and Hawaii is partnered with the Philippines, another UNC Sending State. Washington and Hawaii have long-standing relationships established with their respective partner nations.
  - 2) How can we tap into those relationships to better improve integrating UNC Sending State activities into the Korean theater?

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- k. Assess the implications and opportunities for Army forces in Korea as a consequence of DoD's recent "rebalance" to Asia strategy.
  - 1) How can the land forces assigned to Korea (and/or more broadly to USPACOM) support U.S. security objectives in Korea and across the region?
- l. How can the Army optimize readiness through policy changes that will minimize personnel turbulence and improve stability (e.g., tour lengths, unit rotations, assignment incentives, new/different training)?
- m. As the Army reduces its footprint in Afghanistan, it will be necessary to generate, train, and sustain ready forces differently.
  - 1) What role will Army forces in Korea have to prepare for unified land operations as well as the unique CWMD mission?
- n. OPCON Transition in 2015 will (or may?) fundamentally change the role that Army forces have not only in Korea, but how they are viewed across the region.
  - 1) Assess the theater engagement opportunities that are emerging and the role that Eighth Army forces can play.

### U.S. Army South (ARSOUTH)

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- 1. What cultural, social, economic, and political factors are fueling drug trafficking in Latin America and how will this impact democratic governance and economic development?
- 2. Could the effectiveness of Mexican Government counterdrug efforts also lead to a "balloon effect" and create unanticipated regional impacts if drug trafficking is not contained? What countries/area are most at risk?
- 3. What will the impact be on democratic civil-military relations stemming from the growing Central American government employment of militaries to support domestic law enforcement?
- 4. Is a resurgent Sender Luminoso a minor irritant or a growing threat to Peru?

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