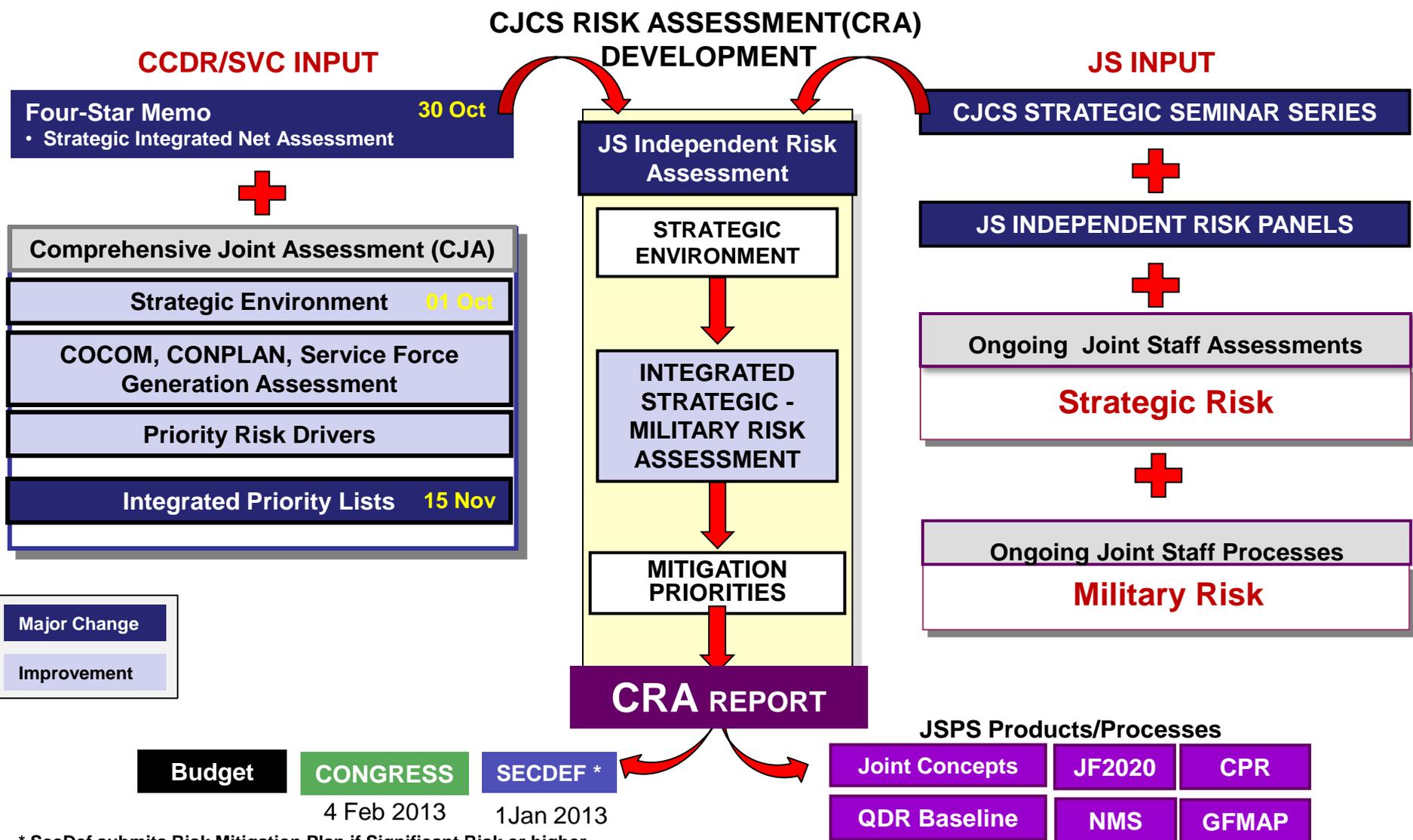


The New CRA Paradigm



* SecDef submits Risk Mitigation Plan if Significant Risk or higher

Robust Analysis Underpinning a Concise, Strategic-Level Report w/ Multiple Audiences

Executing the New CRA Paradigm

Major Change
Improvement

Four-Star Memo

- Strategic Integrated Net Assessment

Comprehensive Joint Assessment (CJA)

Part I – Strategic Environment

- CCDR and Service Chief Assessments
- Strategic Challenges, Actors, factors, partners, risk scenarios, adversary capabilities

Part II – COCOM, CONPLAN, Service Force Generation Assessment

- TCP & GEF Endstate Assessment
- CONPLANS; most likely, dangerous
- Service Force Generation/Management
- Counter WMD (for STRATCOM)

Part III – Priority Risk Drivers

- Assess Military Risk Drivers
- Service POM-Risk alignment
- Experimentation & Concept Needs

Part IV – Integrated Priority Lists

- CCDRS priorities to address risk

JS Independent Risk Assessment

STRATEGIC ENVIRONMENT

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INTEGRATED STRATEGIC - MILITARY RISK ASSESSMENT

- Risk to National Interests
- Progress Achieving Objectives
 - Risk to Force
 - Ongoing Mitigation
- Targeted Analysis on origins of risk

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MITIGATION PRIORITIES

CJCS STRATEGIC SEMINAR SERIES

- Interrelated Complex Challenges: scenario-based

+

JS INDEPENDENT RISK PANELS

- Interviews, Senior Review Panels
 - J2, IA, Think Tanks, Academia, Private

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Ongoing Strategic Assessment (JSR)

- Interviews, Conferences & Panels
 - J2, IA, NIOs, Think Tanks, Academia
- Literature Review
 - JSR 10 and 12
 - DNI Annual Threat Assessment
 - DIA Joint Strategic Assessment
 - NIC 2025/30 & NIEs
 - World Bank, UN, WEF & Other Int'l Reports

+

Ongoing Joint Staff Processes

JCCA **Joint Cmbat Capabilities Assmnts**

- Joint Force Readiness Review
- CONPLAN Execution Risk
- Select CONPLANS

GFM **Global Force Management**

- Operational Risk
- Future Challenges Risk
- Force Management Risk
- Institutional Risk

JF2020 **Force Development Analysis**

- Capability Gap Analysis (IPLs)
- Operational Availability
- Force Sufficiency Analysis
- Follow on SSS analysis

OUTPUTS

Joint Concepts & Experimentation	JF2020	CPR
QDR Baseline	NMS	GFMAP

CRA REPORT

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SECDEF *

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CONGRESS

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CRA Paradigm: What Endures, What Changes?

CJCS Guidance: Need a new risk paradigm that better integrates strategic and military risk with mitigation and tolerance; focus on identifying residual risk to priority missions and the Joint Force

Same

- Meets statutory requirements under Title 10, USC Sec 153
- Uses multiple perspectives to control for risk bias (CJA)
- Uses Delphi (expert-based) method to identify likely and dangerous risks (CJA)
- Leverages mature Joint Staff processes (Joint Combat Capability Assessment (JCCA) and Global Force Management (GFM)) to identify military risk
- Uses discrete risk scenarios to describe how aspects of the environment manifest themselves as challenges; focusing tool (CJA)

Different

- FOUR STAR Memos. Focuses CCDRS and Service Chiefs on *risk identification*; reserves for the CJCS role of *risk characterization* (L,M, S,H) and *risk tolerance* (acceptable/unacceptable)
- More closely integrates strategic with military risks and mitigation, where:
residual risk = strategic + military risk - mitigation
- Specifically links Integrated Priority Lists (IPLs) to risk drivers and priority mitigation (CJA)
- Extends time horizon; gives greater emphasis to *institutional risk to force, JF2020*
- Joint Staff Independent Risk Assessment:
 - Establishes working group to conduct its own integrated strategic and military risk assessment
 - Identifies most dangerous risk sources for detailed analyses (WEF-like approach)
 - Identifies risk against DSG 10 Priority Missions
- Expands WEF approach; incorporates Strategic Seminar Series insights