The New CRA Paradigm

CCDR/SVC INPUT

Four-Star Memo
- Strategic Integrated Net Assessment

30 Oct

CJCS RISK ASSESSMENT (CRA)

DEVELOPMENT

JS INPUT

CJCS STRATEGIC SEMINAR SERIES

JS INDEPENDENT RISK PANELS

Ongoing Joint Staff Assessments

Strategic Risk

Ongoing Joint Staff Processes

Military Risk

Comprehensive Joint Assessment (CJA)

Strategic Environment

01 Oct

COCOM, CONPLAN, Service Force Generation Assessment

Priority Risk Drivers

Integrated Priority Lists

15 Nov

Major Change

Improvement

CRA REPORT

STRATEGIC ENVIRONMENT

INTEGRATED STRATEGIC - MILITARY RISK ASSESSMENT

MITIGATION PRIORITIES

Budget

CONGRESS

SECDEF *

4 Feb 2013

1 Jan 2013

JSPS Products/Processes

Joint Concepts

JF2020

CPR

QDR Baseline

NMS

GFMAP

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

* SecDef submits Risk Mitigation Plan if Significant Risk or higher
Executing the New CRA Paradigm

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

OUTPUTs
Joint Concepts & Experimentation
JF2020
CPR
QDR Baseline
NMS
GFMAP

CRA REPORT
SECDEF *
CONGRESS

JS Independent Risk Assessment

STRATEGIC ENVIRONMENT

INTEGRATED STRATEGIC - MILITARY RISK ASSESSMENT

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

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

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 Combat Capabilities Assessments
• Joint Force Readiness Review
• CONPLAN Execution Risk
• Select CONPLANS

Global Force Management
• Operational Risk
• Future Challenges Risk
• Force Management Risk
• Institutional Risk

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

GFM
JF2020

* SecDef submits Risk Mitigation Plan if Significant Risk or higher
## 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

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<tr>
<td>• Meets statutory requirements under Title 10, USC Sec 153</td>
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<tr>
<td>• Uses multiple perspectives to control for risk bias (CJA)</td>
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<tr>
<td>• Uses Delphi (expert-based) method to identify likely and dangerous risks (CJA)</td>
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<tr>
<td>• Leverages mature Joint Staff processes (Joint Combat Capability Assessment (JCCA) and Global Force Management (GFM)) to identify military risk</td>
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<td>• Uses discrete risk scenarios to describe how aspects of the environment manifest themselves as challenges; focusing tool (CJA)</td>
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<tr>
<td>• 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)</td>
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<td>• More closely integrates strategic with military risks and mitigation, where: residual risk = strategic + military risk - mitigation</td>
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<td>• Specifically links Integrated Priority Lists (IPLs) to risk drivers and priority mitigation (CJA)</td>
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<td>• Extends time horizon; gives greater emphasis to institutional risk to force, JF2020</td>
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<td>• Joint Staff Independent Risk Assessment:</td>
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<td>– Establishes working group to conduct its own integrated strategic and military risk assessment</td>
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<td>– Identifies most dangerous risk sources for detailed analyses (WEF-like approach)</td>
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<td>– Identifies risk against DSG 10 Priority Missions</td>
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<td>• Expands WEF approach; incorporates Strategic Seminar Series insights</td>
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