

Unit Introduction

Questions a Public Affairs Officer might be asked to answer.

Why are we having the difficulties that we're having in Iraq right now?

Why haven't we been able to quell the insurgency or seal the borders of Iran and Syria?

Factoring in Sept. 11, 2001 (the Pentagon after the attack, below), why would anyone want to harm innocent Americans?

Additionally we as a nation have asked our leadership to explain how we will bring to justice to the criminals who had anything to do with this act of terrorism.

The answers to all these questions are tied in some way to our nation's national security and military strategies.

As PAOs, you must learn to educate the public on our strategies. DO YOU KNOW WHAT THEY ARE? These strategies form the backbone of every military mission. You must be intimately familiar with them if you are going to maintain your credibility with your service, the media and the public

Intermediate Training Objective (ITO)

Given a public affairs scenario involving national strategic objectives, develop and recommend public affairs courses of action in accordance with Department of Defense and service public affairs policies and regulations. Upon completion of this unit of instruction, the student will be able to:

- List and explain the three U.S. national security goals
- List and explain the three national military objectives
- List and explain the seven threats to national security
- List and explain the four Instruments of national power
- List ten considerations for the use of military force
- List the eight ways the military can influence the international security environment
- List and explain the desired attributes of the Joint Force
- List and explain concepts related to force design and size
- List and explain the elements of the joint vision for future war fighting
- Explain the role of Department of Defense Public Affairs with regard to the U.S. national security strategy

Unit Overview

In this unit we will discuss:

- National Security Goals
- National Military Objectives
- Threats to National Security
- Instruments of National Power
- Considerations for Use of Force
- Military Influence and International Security
- Joint Force for Mission Success
- Force Design and Size
- Joint Vision for Future War Fighting
- Role of Department of Defense Public Affairs

National Security Policy

National Security and Military Strategies form the backbone of every military mission. You must be intimately familiar with them if you are going to maintain your credibility with your service, the media and the public.

We live in a period of great promise for America and the world. Our values of representative governance, market economics and respect for fundamental human rights have been embraced by many nations around the world, creating new opportunities to promote peace, prosperity and greater cooperation among nations. Former adversaries now cooperate with us. The dynamism of the global economy is transforming commerce, culture, communications and global international relations.

Yet we face many dynamic and uncertain challenges. Ethnic conflict and outlaw states threaten stability in many regions of the world. Weapons of mass destruction, terrorism, organized crime and environmental damage are global concerns that transcend national borders. Defending U.S. interests against these many and varied threats pose many new challenges for our military.

The purpose of this unit is to give you an overview of how the U.S. government and its military approach the challenges -- through the National Security and National Military strategies. Our goal is to help you understand and appreciate your PA role in supporting these strategies.

National Security Policy (continued)

The United States has a stated **National Security Policy** that has implications for the U.S. military but is also tied to many of our other national interests.

It is also important to understand that the **National Military Strategy** supports and is subordinate to the National Security Strategy. That will help you understand why in many cases the military is in support of other U.S. agencies rather than having the lead role. The use of military force is only one option available to our leadership.



White House photo by Susan Sterner

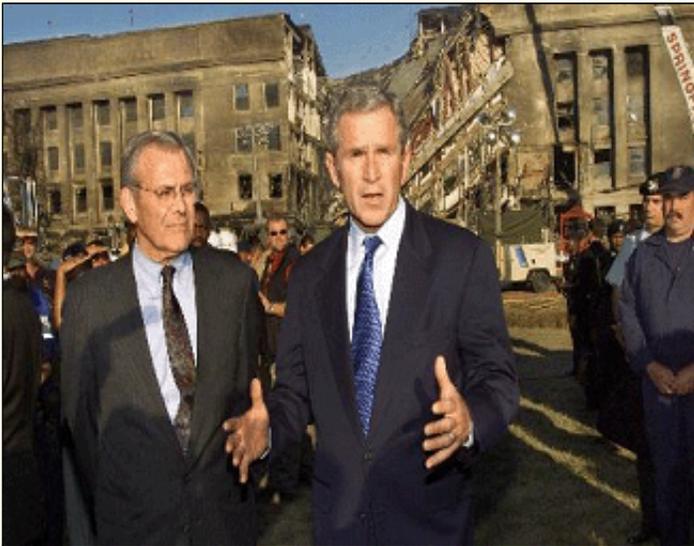
Three U.S. National Security Goals

President Bush has said that national security strategy is a three-pronged strategy:

"We will **defend the peace** by fighting terrorists and tyrants."

"We will **preserve the peace** by building good relations among great powers."

"We will **extend the peace** by encouraging free and open societies to prosper."



President Bush makes remarks at the Pentagon after September 11 attack.

Three U.S. National Security Goals (Continued)

Defending our nation against its enemies is the first fundamental commitment of the federal government. While our cold war adversaries were clearly defined as communist nations, our enemies have changed. Now we face shadowy networks of individuals who can bring great chaos and suffering to our shores for less than it costs to purchase a single tank. Terrorists are organized to penetrate open societies and to turn the power of modern technologies against us.

The gravest danger our Nation faces lies at the crossroads of radicalism and technology. Freedom is the bedrock principle of human dignity, the birthright of every person, in every civilization. Today, humanity holds in its hands the opportunity to further freedom's triumph over all these foes.

This is a great time of opportunity for America. Our goal is to translate this moment into decades of peace, prosperity, and liberty. The U.S. national security will be based on a distinctly American internationalism that reflects the union of our values and our national interests:

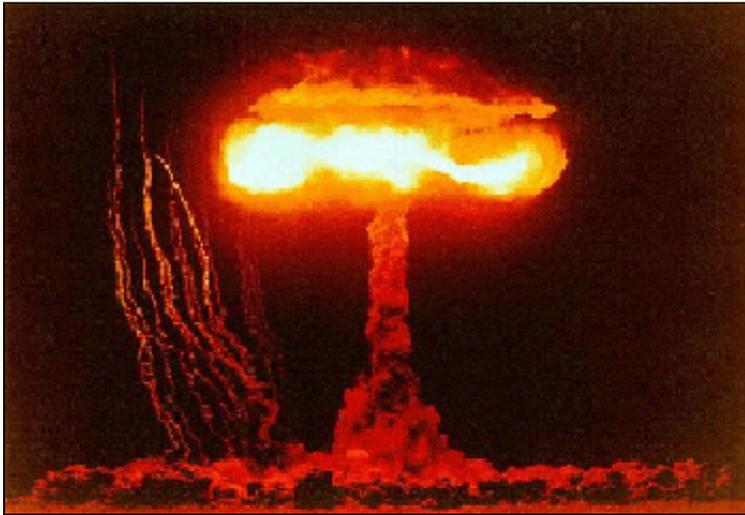
- Political and economic freedom
- Peaceful relations with other states
- Respect for human dignity

Three National Military Objectives



1. **Protect the United States**
 - a. Countering threats close to their source
 - b. Protecting strategic approaches
 - c. Defensive actions at home
 - d. Creating a global anti-terrorism environment
 - e. Deterring aggression
 - f. Preventing surprise attacks
2. **Prevent conflict and surprise attack**
 - a. Forward posture and presence
 - b. Promote security
(JOCs for stability operations and strategic deterrence)
3. **Prevail against adversaries**
 - a. Swiftly defeat adversaries
 - b. Win decisively
 - c. Stability operations
(JOCs for major combat operations and stability operations)

Threats to National Security



1. Regional and Space Threats

A number of states have the capability to threaten U.S. vital interests by using regional power and space capabilities to threaten the flow of critical information and communications

2. Transnational Threats

Non-state groups that have means to employ terrorism to threaten vital U.S. interest

3. Weapons of Mass Destruction

Weapons capable of a high order of destruction, e.g., nuclear, biological or chemical agents, when used by rogue states or non-state terrorist groups against U.S. interests

Threats to National Security (continued)

4. Spread of Dangerous Technologies

The global diffusion of knowledge of how to employ dangerous technologies empowers adversaries to exploit technological power to their advantage.

5. Failed States

Failed States may become powerless to prevent internal conflict, massive killing, vast migrations, environmental disasters and the loss of control of their armed forces. The uncontrolled violence can threaten the security of the United States and its allies.

6. Foreign Intelligence Collection

Invasive intelligence gathering capability threatens to compromise U.S. ability to prevent penetration of key governmental and private organizations.

7. Asymmetric Threats

Adversaries' use of multiple forms of power to target U.S. vulnerabilities in an effort to achieve asymmetric advantage or a collective, cumulative negative impact. One aspect might be to use unconventional weapons (like commercial airliners on 9-11) to exploit weaknesses in U.S. security or defense systems rather than confronting U.S. military forces directly.

Instruments of National Power



When you look at implementation of U.S. foreign policy, you can see that military forces are employed in a wide variety of ways. In fact, they are employed across the full range of policy options. There are four primary instruments of national power:

1. Diplomatic
2. Economic
3. Information
4. Military

Instruments of National Power (continued)

1. Diplomatic Instrument

Diplomacy is designed to advance U.S. values, interests and objectives through peaceful means. The first line of diplomacy is communicating. Our government has a policy of “engagement” with friends and foes to prevent or deter conflict. The military supports diplomacy in many ways, such as the mil-to-mil contact programs and national assistance.

2. Economic Instrument

Economic leverage is designed and partially controlled by governmental agencies to use economic and trade relationships to promote U.S. fundamental objectives. The U.S. provides billions of dollars in foreign financial assistance, either directly or in the form of trade. The offer of financial aid, or threat to withhold it, has great influence over the actions of foreign governments. Forward-deployed Naval forces usually enforce embargoes, which are at the high end of the economic sanctions scale. Sanctions can also be effective.

Instruments of National Power (continued)

3. Informational Instrument

The government controls routine use and exploitation of the command and control of information resources to promote U.S. vital interests. This may take several forms. Certainly Radio Free Europe, Radio Liberty, Radio Martin, and sometimes Voice of America have had a psychological effect on the listener. Military operations, such as a show of force or joint military exercise, are often used to support diplomatic programs. Tactical PsyOps is a military mission that attempts to influence potential enemies to either prevent or reduce U.S. casualties.

Providing timely AND accurate information and conducting good media relations... THIS IS WHERE PAOS MAKE THEIR MONEY!

4. Military Instrument

Military power is used to preserve or defend U.S. national interests. When other foreign policy tools fail, the threat of armed conflict remains the backbone of deterrence. It is the ability of our military forces that prevents war. All wars start because someone or some country thinks it can get away with almost anything.

It is important to realize that these four steps are not used alone, but sequentially. As the first fails, the second is added and so on. It escalates as required. Most Americans only become interested when armed conflict is imminent. Average people tend not to see diplomacy, economics or information as tools.

Ten Considerations for Use of Force



Force was used way before this World War II Soldier fought for freedom.

The use of military force is often the choice of last resort to achieve a national goal. The costs in both money and lives warrant careful consideration before deploying military forces.

There are 10 factors to consider in determining a course of action before the ultimate action is taken:

- A. Advances national interest
- B. Clearly defined and achievable mission
- C. End state, termination conditions, and exit strategy
- D. Decisive means available
- E. Campaign plan showing path to success
- F. Alternate courses of action if military is unsuccessful
- G. National and international agencies ready for their roles
- H. Support of allies, friends, international institutions
- I. Support of American people
- J. Milestones to measure success

Military Influence and International Security



OIF desert troop briefing before the initial push.

The U.S. Military is an awesome force that can:

- A. Promote stability
- B. Prevent or reduce conflicts and threats
- C. Provide a road map for even peacetime deterrence
- D. Exert action across the range of military operations
- E. Deter aggression and coercion in a crises
- F. Fight and win major wars
- G. Conduct multiple, concurrent, small-scale contingency operations
- H. Use flexible deterrent options

Joint Force for Mission Success

Each military service brings its own special talents and capabilities to the fight. But in today's complex battlefield environment, no one service can do it all. The key to mission success is ensuring that all services work together effectively; performing their assigned roles in concert with fellow services. Joint operations is the way America fights and wins in the 21st Century.

To function in the joint environment, forces must share certain key elements.

1. Desired Attributes of the Joint Force

Fully Integrated: Functions and capabilities focused toward a unified purpose

Expeditionary: Rapidly deployable, employable, and sustainable throughout the global battle space

Networked: Linked and synchronized in time and purpose
Decentralized: Integrated capabilities operating in a joint manner at the lower echelons

Adaptable: Prepared to quickly respond with the appropriate capabilities mix to meet specific needs

Decision superiority: Better informed decisions implemented faster than an adversary can react

Lethal: Destroy an adversary and/or his system in all conditions

Joint Force for Mission Success (Continued)

Again the joint forces offer special attributes they can bring to the table, and battlefield:

2. Functions and Capabilities

Applying Force: To achieve objectives

Deploying and Sustaining Military Capabilities: Supporting and generating force capability and readiness to achieve objectives

Securing Battlespace: To ensure the armed forces have the ability to operated in the domains of air, land, sea, space and cyberspace

Achieving Decision Superiority: The process of making decisions better and faster than an adversary to achieve maximum speed and flexibility

Interim Review

What are the three national security strategy goals?

There are five choices below. Pick three that are most correct and previously reviewed. (Click on the appropriate answers)

1. We will defend the peace by fighting terrorists and tyrants.

"Correct"

2. We will preserve the peace through measures of shock and awe.

"Incorrect"

3. We will preserve the peace by building good relations among great powers.

"Correct"

4. We will defend the peace by closing our borders to visitors.

"Incorrect"

5. We will extend the peace by encouraging free and open societies to prosper.

"Correct"

Check Answer

Interim Review

What are the three national security strategy goals?

There are five choices below. Pick three that are most correct and previously reviewed. (Click on the appropriate answers)

1. Protect the United States

Correct

2. Protect American business activities overseas

Incorrect

3. Prevail against underground spy networks

Incorrect

4. Prevent Conflict, and Surprise Attack

Correct

5. Prevail against Adversaries

Correct

Check Answer

Interim Review (continued)

What are the seven threats to national security?

There are eight choices below. Pick all that are most correct and previously discussed in this lesson. (Click on the appropriate answers. HINT: Seven are correct, but think of an example of each - see below.)

- 1. Regional and space threats **Correct**
- 2. Transnational Threats **Correct**
- 3. Weapons of Mass Destruction **Correct**
- 4. Spread of Dangerous Technologies **Correct**
- 5. Failed States **Correct**
- 6. Foreign Intelligence Collection **Correct**
- 7. Asymmetric Threats **Correct**
- 8. Genocide **Incorrect**

Check Answer

Interim Review (continued)

What are the four instruments of national power?

There are six choices below. Pick four that are most correct and previously discussed in this lesson.(Click on the appropriate answers)

1. System of checks and balances

Incorrect

2. Respect for human dignity

Incorrect

3. Diplomatic Instrument

Correct

4. Economic Instrument

Correct

5. Informational Instrument

Correct

6. Military Instrument

Correct

Check Answer

Interim Review (continued)

What are five of the ten considerations for the use of military force?

There are seven choices below. Pick five that are most correct and previously discussed in this lesson. (Click on the appropriate answers)

1. Advances National Interest

Correct

2. Unclear Mission (other)

Incorrect

3. Decisive Means Available

Correct

4. Campaign Plans Showing Path to Success

Correct

5. Single Course of Action (other)

Incorrect

6. Support of American People

Correct

7. Milestones to Measure Success

Correct

Check Answer

Interim Review (continued)

What are four of the eight ways the military influences the international security environment?

There are six choices below. Pick four that are most correct and previously discussed in this lesson.(Click on the appropriate answers)

1. Promote Stability

“Correct”

2. Peacetime Deterrence

“Correct”

3. Fighting and Winning Major Wars

“Correct”

4. Policy options

“Incorrect”

5. Use of Flexible Deterrent Options

“Correct”

6. Information Resources

“Incorrect”

Check Answer

Interim Review (continued)

What are three of the seven desired attributes of the joint force?

There are five choices below. Pick three that are most correct and previously discussed in this lesson.(Click on the appropriate answers)

1. Networked

Correct

2. Political superiority

Incorrect

3. Decentralized

Correct

4. Lethality

Incorrect

5. Adaptable

Correct

Check Answer

Interim Review

What are the four functions and capabilities of the joint force?

There are five choices below. Pick three that are most correct and previously discussed in this lesson. (Click on the appropriate answers)

1. Applying Force to Achieve Objectives

Correct

2. Deploying and Sustaining Military Capabilities

Correct

3. Destabilizing current regimes

Incorrect

4. Securing the Battle space

Correct

5. Applying force

Correct

Check Answer

Force Design and Size

Points to Remember

- Must be able to defend the homeland.
- Must always be able to "win decisively" in one of two campaigns
- Baseline Security Posture: Combatant commanders will perform their missions within a baseline security posture
- Adequacy and Presence: Determining the size of the force needed to meet current and future challenges must be taken into account
- Disengagement: The impact of decisions regarding disengagement at any level of contingency must be taken by commanders who are faced with overlapping campaigns
- Escalation: Commanders must understand that actions to size the force must carefully consider the potential of smaller contingencies to escalate
- Force Generation and Transformation: Force sizing and design must look beyond current operations to include ongoing training activities, transformation requirements and availability of forces and capabilities to ensure the Armed Forces can surge to meet the most demanding set of requirements



Air Force Troops in Formation. The force multiplier.

Risk and Force Assessments



Risk and Force Assessments

Points to Remember

- Risks are varied, considerable and not likely to lessen
- Risks demand the armed forces remain optimized for high-intensity conflict and combat operations in mature theaters
- Evolving changes in security environments will demand adaptation of the armed forces to the changes so they can successfully respond to new security concerns

Joint Vision for Future War Fighting (continued)



A. Full Spectrum Dominance

Overarching concept for applying force today and providing a vision for future joint operations requires armed forces to focus on transformation of key capabilities. This will ensure the joint force is able to achieve success across the full range of military operations across the mediums of land, air, space, sea and cyberspace.

Joint Vision for Future War Fighting (continued)

B. Focusing Transformation

The 2004 National Defense Strategy identifies eight capability areas that provide for a transformation focus in the Department:

- Strengthening Intelligence
- Protecting Critical Bases of Operation
- Operating from the Commons: Space, International Waters and Airspace, and Cyberspace
- Projecting and Sustaining U.S. Forces in Distant Anti-Access Environments
- Denying Enemies Sanctuary
- Conducting Network-Centric Operations
- Improving Proficiency for Irregular Warfare
- Increasing Capabilities of Partners - International and Domestic



Public Affairs Officer (PAO) gets award from former Air Force Chief of Staff Gen. Michael Ryan for his contribution to the joint vision. Your vision would be to make a like contribution.

Role of Department of Defense Public Affairs

What type of spokesperson are you?

1. A spokesperson for national security strategy?
2. A spokesperson for U.S. foreign policy?
3. One who generates public support for military operations?
4. One who provides timely, accurate information?
5. All of the above?

Strive for number five. You will be accorded a place of honor at the table.

The Role of Public Affairs

The role of military public affairs in national security is to articulate the military role in security and military strategies. DOD PA explains how our military operations support overall national objectives. We do this by providing timely and accurate information so that Congress, the public and the civilian news media may assess and understand the facts about national security and defense strategy. We also provide the soldiers, sailors, airmen, Marines, DOD civilian employees, and their family members with timely and accurate information needed to fully understand and support the military's mission and understand their individual and unit roles in mission accomplishment.

It is important that you DO NOT speak for:

- The White House
- The State Department
- The Secretary of Defense
- The United Nations
- Other governmental agencies

Remember, you may think you have the ability and the competence to answer a question...but you may not have the authority to answer a question. Remember to **STAY IN YOUR LANE**. You speak for your commander and your organization or installation. Do not offer your comments or opinions about matters involving your headquarters, the military as a whole, the Secretary of Defense or the Joint Chiefs.

Never talk above your pay grade unless you are the spokesperson for a commander. Discuss only those issues for which you have authority.

Unit Summary



Sunset or sunset near the end of the lesson. Is the sun setting on U.S. policy, or rising?

In this lesson we have reviewed:

1. National Security Goal
2. National Military Objective
3. Threats to National Security
4. Instruments of National Power
5. Considerations for Use of Force
6. How the Military Influences International Security
7. Joint Force for Mission Success
8. Force Design and Size
9. The Joint Vision for Future War Fighting
10. Your role as a Public Affairs Officer

Being familiar with National Security Strategy and the National Military Strategy will help you blend the high-level themes, ideas, constructs, and concepts with your local public affairs communications efforts.

Being able to support the higher-level strategy will help you garner increased support for military activities by the publics you serve. This completes our lesson.