

Final Remarks for Deputy Secretary of Defense Gordon England
Center for Strategic and International Studies
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St Regis Hotel, Washington, DC

Thanks for the opportunity to be with you tonight.

It's always a personal pleasure and professional privilege to be with Dr. John Hamre, who set such a high bar during his tenure as Deputy Secretary of Defense. It's also a great pleasure for me to be here tonight with my partner in the Pentagon, Admiral Ed Giambastiani, the Vice Chairman of the Joint Chiefs.

As you may be aware, Ed and I were the "inherited co-chairs" of the Quadrennial Defense Review – the QDR.

Many thanks also to those of you with us tonight who have nobly served America, either in the military or as a civilian in the government. Your service helped to build the formidable Armed Forces that we have today.

Let me first provide my personal context for the QDR; that is, how do I personally see the world and how this helped to frame the basis for our deliberations in the Pentagon.

On that day of infamy, December 7, 1941, I was four years old.

Without the national will of the American people and our friends and allies -- the determination of our respective governments -- and the courage and sacrifice of the magnificent men and women who served their country in World II, I could not have lived my life in freedom nor could anyone else here tonight. That international determination saved the world from the dark vision of totalitarian dictatorship.

After winning World War II, following the defeat of the Axis powers, the expenditure of billions of dollars, and the sheer devastation of modern warfare, the World deserved a long period of peace for which it had paid so high a price.

Instead, just a few years later, America and its coalition partners found themselves on the battlefields of Korea.

While it was the hope of an exhausted American public that Korea would be a short and isolated event, Korea instead became the first bloody battle of a long war that lasted until the Wall came down in Berlin in 1989.

The commitment of national and international will was essential in defeating the Communist threat. In those difficult days, America was blessed to have leaders of vision and courage who stood up to Communist expansion and intimidation and who stood for freedom, liberty and prosperity.

This commitment of national will transcended multiple Presidencies and Congresses to include Democrats, Republicans, liberals and conservatives, all of whom put America first.

At the outset of the Cold War, Harry Truman, a Democrat, was fiercely opposed by a Republican Congress on many issues. Nonetheless, they found common ground to build a national consensus and the long-lasting institutions that were needed for that epic struggle between freedom and totalitarianism.

Most of my adult life has been characterized by this era, the long 40-year war against Communism.

In the 1990s, despite localized conflicts, the world believed a long period of peace was again at hand.

9-11 shattered that hope and changed the way we viewed the world as we recognized a new threat, in some ways more dangerous than any we have ever faced.

This threat is not a conventional nation-state foe like the Soviet Union, but rather a dispersed, ruthless, global network of violent extremists who use terror to advance radical aims.

We are now in a struggle against violent extremists, who claim no state, hold no territory, and who do not recognize any rules of engagement. They are committed to destroying our way of life as well as societies and cultures throughout the world.

The brutal enemy we face turned civilian airlines into guided missiles on 9-11 and killed 3,000 innocent people of more than 60 nationalities.

In the past four years, we have seen them attack and murder the innocent and undermine national authority from Africa and Asia to the capitals of Europe.

Given the opportunity, this enemy would have killed 30,000; 300,000 or 3 million if they had been able to obtain weapons of mass destruction. They remain committed to this end.

Much like Korea was at the beginning of the long war against Soviet Communism, Iraq and Afghanistan are the early battles in another Long War against an extremist ideology.

By way of perspective, a long war is not an abstract idea.

Nations have fought local insurgencies for decades. This new long war is profoundly more extensive and dangerous because advances in technology and the expansion of

communications – which have boosted our economies and improved our lives – have also enabled a small number of terrorists to recruit, plan and now operate on a global scale.

Clearly we live in an era of the unexpected, and the unpredictable.

In this new long war, America and our friends and allies are taking the fight to the enemy.

It is far better to fight the terrorists over there rather than here at home, because a nation as vast as America, indeed any nation, cannot be defended solely from within or along our borders.

Defending our country at home is the last line of defense, and, as any coach can tell you, you cannot win by playing defense alone.

This Sunday, the Pittsburgh Steelers and the Seattle Seahawks will face-off in the Super Bowl. Both teams have great defenses, but neither of these great teams will win if it plays the entire game on its own 5-yard line. Each team wants good field position and to play the game on its opponent's 5-yard line.

That's how you win in football and that's how you increase the likelihood of winning the national security battle.

Given this personal historical context, let me now place the QDR in a policy context, which is important to understand.

Although this is the 3rd QDR to be submitted since Congress mandated these reviews, it's the first to be prepared with the Nation at war.

This is the Administration's second QDR, which allows us to learn from both experience and from the application of robust analytic tools over the last four years. This also allowed the QDR to be built on the solid foundation articulated in the President's National Security Strategy and the 2005 National Defense Strategy.

This is the first QDR submitted with the President's budget – a legislative change we pursued to synchronize the QDR with the Department's key resource processes.

Finally, this QDR – as a process and as a product - is a key element in directing the Department, linked to ongoing budget decisions and implemented through comprehensive execution roadmaps.

This QDR accelerates the transformation started in 2001 to defeat asymmetric challenges and quickly respond to any contingency around the globe.

These challenges require stronger partnerships both within agencies of our government and with our friends and allies internationally. The QDR gives clear direction for strengthening and expanding these partnerships. Robust partner capacity is essential.

DoD will continue to move in the direction of speed, agility, precision and lethality in force posture, shifting emphasis farther away from the Cold War construct.

These same attributes apply to our Departmental organization, structures and processes as well.

As our military changes, the institutional culture of the Department also needs to change.

Determining how the Department of Defense should operate and implementing those changes is a central feature of the 2006 QDR.

This QDR provides a framework to reshape the defense enterprise in ways that better support the warfighter and are appropriate for the threat environment. A number of important organizational initiatives are spelled out.

First, the Department will work to dramatically improve effectiveness across civilian and military functions as the foundation for increased efficiency.

Second, the Department will organize to provide information and analysis necessary to make more timely and well-reasoned decisions.

Third, the Department will undertake added reforms to reduce redundancies and ensure the efficient flow of business processes. Emphasis will be on improving horizontal integration across military services and agencies to achieve effective jointness.

Considerable QDR effort has also focused on better acquisition processes.

For example, the current, largely cost-based, Service-centric approach will give way increasingly to joint capability portfolios.

This is a radical departure from the way we've approached budgeting and military requirements in the past.

Viewing capabilities as part of an entire portfolio of assets will enable the Department leadership to better allocate resources among largely stove-piped programs.

This effort will be assisted by recasting the Department's budget into "joint capability areas."

The Department will also work with the Congress to establish "Capital Accounts" for major acquisition programs to help solve the continuing issue of program funding instability.

The Department utilized inclusive business practices in the formulation of the QDR. These practices will continue in the implementation phase to come.

This was likely the Department's most inclusive undertaking ever, internally and externally.

Senior civilian and military leaders in the Pentagon plus our Combatant commanders – key customers for military capabilities - all participated.

Partners from other Departments like State, Homeland Security, and Health and Human Services joined with DOD out of recognition that the key challenges require more than purely military solutions.

The QDR process wasn't limited to American considerations. The best ideas were incorporated from our Allies and partners during an active program of outreach and consultation.

The Quadrennial Defense Review is a massive undertaking and a useful tool that charts the future course for the military. It's also a tool for building closer partnerships internationally. In this era, it is vitally important that the international community operate as one integrated team.

The 2006 QDR won't be a "fire and forget" document. The Department is committed to continuous change, to full implementation and reassessment as necessary to defeat highly adaptive adversaries.

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There are more than 100 actions to be undertaken by the Department for full QDR implementation.

Each action is being assigned to DOD offices or agencies with clear responsibility to develop milestones and metrics for completion.

A creative approach to ensure implementation of major issues that cuts across the Defense Department and other agencies is being addressed.

Eight Execution Roadmaps in areas like building interagency and international partner capacity, irregular warfare and strategic communication are being formulated.

Before turning the podium over to my good friend, Admiral Ed Giambastiani, allow me to highlight the four focus areas of the QDR.

While the QDR addresses resource priorities for the long war, DOD will also continue to deter any future aggressor in the conventional arena.

Recognizing that the Department retains a large conventional deterrence role, the emphasis shifts to four imperatives in the QDR:

- (1) continue to engage terrorist extremists in the long war;
- (2) counter weapons of mass destruction;
- (3) defend the homeland; and
- (4) help to shape the choices of countries at strategic crossroads.

In so doing, the Department will continue to prepare for unforeseen eventualities from small-scale combat operations to counterinsurgency missions to humanitarian missions.

History does have a way of repeating itself.

My granddaughter was 4 years old on that second day of infamy...9-11-01.

This QDR is about the future for our children and grandchildren, everywhere in the world. It's why people serve in the military and government.

This long war, like WWII and the Cold War of my generation, will be foremost a War of National Will and a War of International Will.

While this QDR is the Department's strategy to win, ultimate victory can only be achieved with the long-term will, commitment, of the American people and their political leadership. The international commitment is just as essential.

Ladies and gentlemen, a great patriot, friend and partner, Admiral Ed Giambastiani.