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UNITED STATES AND UNITED KINGDOM LOGISTICS STAFF TALKS

By Professor B.F. Griffard
Joint and Multinational Initiatives Branch

In his book, "The Lifeblood of War: Logistics in Armed Conflict", Major General Julian Thompson, CB, OBE, Royal Marines, Retired, provides examples ranging from the Assyrians in 718 BC to Desert Storm to make his point that successful deployment, employment, and sustainment of joint and multinational forces are always the result of detailed staff work before the event. This fact is a reality for both the US and the UK, and throughout the Cold War as NATO partners, senior logistics planners from both countries conducted regular bilateral discussions. With the collapse of the Soviet Union and the changing threats posed in an unstable world, these annual collaborations maintain their relevance.

Conducted at the Joint Staff level between the Director of Logistics, J4, The Joint Staff, and his United Kingdom counterparts, the United States and United Kingdom Logistics Staff Talks were held at the U.S. Army War College Center for Strategic Leadership on October 23 and 24, 2003. During the talks, participants took advantage of the excellent forum for discussion and issue resolution provided by Collins Hall's enhanced decision-making and information-processing capabilities.

During this year's session, each side provided its national perspective in topics of mutual concern. Both nations recognize that they have a number of logistics capability gaps that are currently, and will be in the future, covered through the use of contracts. It was agreed that how the existence of contractors on the battlefield is managed must be institutionalized through updated policy and doctrine, a reshaping of the force structure, transformational training improvements, and the leveraging of information technology. Contractors must be accepted as an integral component of joint warfighting capability.

Another key concern was gaining compatibility between in-transit visibility systems. Currently both nations employ country-specific logistics information systems, but both are working on the linkage of systems and data transfer agreements and policy. There was consensus that,

if there is to be a successful execution of joint and multinational force deployment, employment, and sustainment, these information-sharing issues must be resolved.

Faced with the reality of conducting multinational deployment and sustainment activities in support of multiple simultaneous, distributed, decentralized battles and campaigns, it is critical that the Army's future leaders understand the complexities of this operating environment. Hosting the US and UK Logistics Staff Talks at Collins Hall provides a unique opportunity for the War College faculty and students to gain such understanding and to observe multinational military to military cooperation in action.

UNIFIED QUEST 2004

By Professor James Kievit
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During the week of 8 to 12 December 2003, the U.S. Army Training and Doctrine Command (TRADOC) and the U.S. Joint Forces Command (JFCOM) conducted the first of several planned UNIFIED QUEST 2004 (UQ-04) events to be held at Carlisle Barracks. For this initial staff planning exercise (STAFFEX), the U.S. Army War College and the Center for Strategic Leadership provided information technology, audio-visual, and infrastructure support and hosted approximately 150 participants from the Army and joint military community.

The UQ-04 process is designed as a continuing follow-on to last year's UQ-03. The specific objective is to examine the dynamics of 21st century conflict, in order to explore concepts and capabilities that enable JFCOM's proposed Joint Operating Concepts related to Major Combat Operations and Stability Operations. TRADOC expects UQ-04 will also generate informed discussion of the Army's Future Force across the entire spectrum of conflict, seeking an answer to the question: "What concepts and capabilities does 'Blue' require to defeat a 'Red' adversary who, having lost most of his conventional capability, seeks decision through a combination of protracted, unconventional operations and the threat of weapons-of-mass-destruction employment?"

During the STAFFEX, three "Blue" and three "Red" player teams received training and were briefed on the postulated global environment and the results of the UQ-04 political-military

National Security Seminar held in November. The teams then refined and revised last year's UQ-03 campaign plans, to ensure their applicability within the proposed UQ-04 process.

Following a second STAFFEX to be held in McLean, Virginia, in February, plans call for the UNIFIED QUEST 2004 "Operations Workshop" to be held at Carlisle in April and for the main UQ-04 War Game to be conducted in the Collins Center in May. At that time, selected Army War College resident course students, including members of Professor Doug Johnson's "Transforming the Army" elective course, will participate as player-analysts in one of the game's key study cells.

FOCUSED LOGISTICS WARFIGHTING 2003

*By Professor B.F. Griffard
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A major tool in examining joint and multinational logistics requirements is the Focused Logistics Warfighting (FLOW) game. Executed every two years and sponsored by the Director of Logistics, J4, the Joint Staff, FLOW is an out growth of a February 1998 agreement, signed by the commanders and directors of Joint and Service logistics organizations, to support a series of joint logistics wargames as a collaborative Service and Defense Agency effort for designing and assessing technological breakthroughs, joint logistics doctrine, and the desired operational capabilities required to meet future logistics challenges. FLOW 2003 is the third of these joint logistics efforts.

Hosted by the Assistant Chief of Staff, G4, U.S. Army, FLOW 2003 was conducted October 19-23, 2003, at the Center for Strategic Leadership (CSL). Overarching goals for FLOW 2003 included the following:

- Shift wargame emphasis away from primarily issue identification and more towards an in-depth assessment that promotes the resolution of previously identified FLOW major issues.
- Change the analytical focus and organization of the wargame to a process-oriented approach organized around pillars (analytical working groups) based on logistics processes, instead of the previous approach of functional logistics.
- Increase programmatic fidelity in order to fully identify programmatic costs and payoffs associated with issue resolution.

Working with the Army G4 Project Officer, CSL provided a world-class venue for the event. FLOW 03 participants included all of the U.S. Military Services, Defense Agencies, Unified Commands, Australia, Canada, and the United Kingdom. Army War College students and faculty attended critical briefings and

interacted with senior U.S. and Multinational game participants. Information gathered was electronically distributed to students and faculty and will be incorporated in the curriculum's "Industrial Base" elective.

Executed in a sequence of two moves conducted from February 2003 through September 2003, FLOW 2003 employed three logistics processes-oriented pillars: Joint Deployment and Distribution; Logistics Command, Control, Communications, Computers, and Information; and Agile Sustainment.

The Carlisle Barracks phase of FLOW 2003 was the culmination of the game design, planning, and execution effort that began in April 2002. Its focus was to provide analysis of the results from the single-sided, seminar-style game to the Executive Steering Committee (ESC), consisting of the Director for Logistics, J4, The Joint Staff; Service Deputy Chiefs of Staff for Logistics; the Director, Defense Logistics Agency (DLA); Multinational Flag and General Officers; and the Joint Staff (DJ-4). The Deputy Commander, U.S. Transportation Command, served as a special advisor on strategic mobility to the ESC. Additionally, the Honorable Diane K. Morales, the Deputy Undersecretary of Defense for Logistics and Materiel Readiness, participated in the discussions.

Not only did FLOW 2003 identify the critical seams that exist in joint and multinational logistics operations, but it exposed areas—Joint Logistics Management, Leveraging CSS Capabilities, Engineer Planning, Joint Logistics Execution Tools—where a change in the Service or National logistics culture is necessary for successful sustainment of those operations.

AUSA NEW CORPORATE MEMBER LUNCHEON

*By Professor B.F. Griffard
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On 9 Oct 03, the Center for Strategic Leadership (CSL) hosted the Carlisle Barracks-Cumberland Valley Chapter (CBCVC), Association of the United States Army (AUSA) Corporate Member luncheon in the Ardennes Room, Collins Hall. During the luncheon MG David H. Huntoon, Commandant of the U.S. Army War College, presented Corporate Member Certificates to John P. Hassler, Public Accountant; Phil Boyer, B.P.O.E. (Elks) Lodge 578; and Scott and Pam Martin, Martin's Paint, Body, and Trim.

The CBCVC-AUSA's Corporate Members are local businesses, large corporations, civic groups, veteran's organizations, societies, and local community groups. By becoming a CBCVC-AUSA corporate member, these local business people demonstrate their support of the Army and the Carlisle Barracks' mission. Although only in existence for a little over two years, the CBCVC-

AUSA has over sixty corporate members and was recognized at the recent national convention as the chapter with the "Greatest Percentage Increase in Corporate Membership" streamer for the second year in a row.

Following the luncheon, Lieutenant Colonel Patrick T. Cohn, Director of CSL's Support Branch, and the unofficial "Mayor" of Collins Hall, provided the new corporate members a tour of the center. During the tour, LTC Cohn demonstrated how CSL supports the Army War College, the combatant commanders, and the senior Army leadership.

SECOND ANNUAL RESERVE COMPONENT WORKSHOP

*By Lieutenant Colonel Robert W. Lindemann
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In 2002, the U.S. Army War College (USAWC) embarked on a series of workshops and seminars to explore issues regarding the Reserve Components (RC) and their employment within the Army, in order to ensure that RC employment issues are properly portrayed in wargames and exercises simulating the Army's role in National Security. The September 2002 and May 2003 workshops focused on framing issues of strategic concern to the National Guard and the Army Reserve and examined how well those issues had or had not been represented in key Army exercises. An August 2003 Senior Leader Symposium reviewed the current strategic environment and developed issues for consideration at subsequent RC workshops, which led to the most recent installment in this series, "Rebalancing the Force—The Role of the Reserve Components", conducted December 2-5, 2003, at the Center for Strategic Leadership. Highlights of the conference included a dinner address from LTG Joseph Inge, First Army Commander, and interaction with "blue ribbon" panel members, including Assistant Secretary of Defense for Homeland Defense, the Honorable Paul McHale, and LTG Roger Shultz, the Director of the Army National Guard, and other General Officers from both the Army Reserve and Army National Guard.

The three-day workshop began with a series of presentations: the Office of the Assistant Secretary of Defense for Reserve Affairs outlined the genesis of the Secretary of Defense's guidance on rebalancing the force, the Office of the Assistant Secretary of Defense for Homeland Defense reviewed Homeland defense requirements, Joint Staff Strategy, Plans, and Policy presented emerging defense strategy and the envisioned roles, missions, and functions for military operations, the Army G3 Strategy and Plans and Force Management briefed the current proposal for force structure, and finally, U.S. Northern Command presented their projected force requirements and employment methodology.

Each presenter challenged the participants by providing “unresolved” issues that required further study. The seventy-five participants, who were drawn from across the active and reserve components, including members of the current War College class, tackled the issues in three breakout groups. On the final day of the conference, each of the three teams presented their findings and recommendations to a Senior Leader “blue-ribbon” panel consisting of ten General Officers and Assistant Secretary McHale. The discussion did much to forecast potential avenues for building the Army’s “balanced force.” In addition to contributing to the discussions surrounding the “rebalance initiatives,” this strategic forecasting will pay immediate dividends in War College seminar discussions and in assisting the Center for Strategic Leadership in developing future war games and simulations.

The USAWC’s Center for Strategic Leadership will be conducting a follow-on workshop in May of 2004, which will focus on the role of the military in Critical Infrastructure Protection.

ADDRESSING TRANSNATIONAL THREATS IN SOUTHEAST ASIA

By Dr. Kent Hughes Butts, Colonel (Retired) Arthur L. Bradshaw, Jr., and Lieutenant Colonel Curtis W. Turner

National Security Issues Branch

The United States and the Republic of the Philippines co-hosted the December Counter Terrorism Conference in Manila from 3 to 5 December, 2003. The Conference, “Addressing Transnational Threats in Southeast Asia: Environmental Security and Counter Terrorism,” was the second of a series and reflected the lead role of the Philippines in addressing the region’s transnational security threats.

The purpose of this conference was to promote multilateral defense counter-terrorism cooperation and to identify the best practices for responding to man-made and natural disasters that could threaten governmental legitimacy, including prevention, mitigation, and consequence management. Participants included the Philippines, Malaysia, Singapore, Thailand, Vietnam, Australia, and the United States. The conference was sponsored by the United States Department of Defense Office of the Deputy Under Secretary of Defense (Installations & Environmental), The U.S. Army Pacific, and the U.S. Army War College in coordination with the Republic of the Philippines’ Department of National Defense.

The conference had three objectives: to explore key environmental security issues that are central to the stability of the region or that encourage terrorist activities, to identify military roles in preventing environmental terrorist activities and attacks on critical infrastructure, and to develop multilateral plans for preventing and responding to man-made or natural disasters.

Plenary sessions explored the various elements of the terrorist threat and weapons of mass destruction (WMD) disaster response management. Representatives from the Southeast Asian countries then conducted a workshop that identified the environmental security issues that are important to addressing the terrorist threat in the region, agreed upon potential roles for the military in preventing, planning for, and managing man-made and natural disasters, and developed follow-on activities that will build upon the ongoing regional counter terrorist programs and plans.

The delegates identified several issues that constitute the greatest threats to regional stability: agro-terrorism (Newcastle disease, Asian Citrus Psylla); biological threats (SARS epidemic, Nipah virus); terrorist attacks using WMD; attacks on energy infrastructure; maritime resource protection and disaster response; and the destabilizing loss of the natural resource base. The delegates also designed a multilateral program for enhancing regional counter-terrorism capabilities and for addressing environmental security issues related to terrorism. and proposed conducting follow-on training workshops in Bangkok, Thailand, the United States, and the Philippines.

Recognizing that conferences alone do not build capacity or establish viable lines of communication, the attendees at this conference adopted the concept of capacity building and a train-the-trainer methodology. The delegates established a database of regional Military Subject Matter Experts that will enable rapid and efficient coordination of future workshop activities and created a web site on the Asia Pacific Area Network with which to communicate and manage further program activities.

TACTICAL BEHAVIORS CONFERENCE

By Mr. Dave Cammons
Science and Technology Division

The Center for Strategic Leadership’s Information in Warfare Group (IWG) and the U.S. Army Research Laboratory (ARL), in collaboration with General Dynamics Robotics Systems, hosted an Adaptive Tactical Behaviors for Unmanned Ground Systems Workshop, 28-29 October 2003, at Collins Hall. Leading robotics scientists and engineers from academia and industry presented their research initiatives in autonomous operations.

The objective of the workshop was to obtain research proposals to develop a flexible intelligent control system architecture that enables autonomous platforms to conduct complex tactical operations with limited supervision and to adapt to changing environments, including graceful degradation.



The Experimental Unmanned Vehicle on display at Fort Indiantown Gap, Pennsylvania.

In his keynote speech, BG Charles Cartwright, U.S. Army Research, Development, and Engineering Command (RDECOM), stated that today we are worried more about networking weapons systems than the lethality of the weapons they deliver. Robotics technology will provide future land combat forces with significant new operational capabilities, permitting paradigm shifts in the conduct of ground warfare, concurrent with significantly greater survivability and deployability of U. S. forces.

After the keynote speech, the attendees traveled to the ARL Robotics Research Facility at Ft. Indiantown Gap, PA, for an opportunity to gain first-hand experience with the state-of-the-art unmanned ground vehicle test beds currently being employed in ARL’s research program. Attendees followed the experimental unmanned vehicle (XUV) as it autonomously maneuvered roads and cross-country routes. These routes passed through tough obstacles such as trees, brush, depressions, and other difficult terrain. The XUV routinely adjusted its course to successfully negotiate these obstacles with little supervision.

Following the autonomous demonstration, leading robotics researchers presented their proposals on adaptive tactical behaviors. This workshop strengthened the relationship that the IWG has developed with ARL and the Robotics Research Facility. The IWG will host a Robotics Day, 13 May 2004, including the XUV and various other robotics systems in demonstration.

INTERNATIONAL FELLOWS COALITION BUILDING EXERCISE 2003

By Colonel Eugene L. Thompson
Joint and Multinational Initiatives Branch

The Center for Strategic Leadership conducted the International Fellows Coalition Building Exercise from 18-19 November 2003. This two-part exercise is a key component of the core curriculum for the International Fellows of the United States Army War College.

The first part of the exercise consisted of an "Oil Pricing Exercise" designed to expose the students to negotiation skills. This prepared the students for the second part, a scenario-driven negotiations exercise focused on coalition building.

During the Oil Pricing Exercise, the forty-one International Fellows were divided into eight teams representing the oil pricing boards of two fictional countries and were required to competitively negotiate prices with a notional third country in an effort to maximize profits.

For the Coalition Building Exercise, the fellows were divided into six teams representing the Ministries of Defense of nations with competing interests in the Caucasus region. A control team provided the scenario drivers and played other regional and international actors.

The exercise, set in 2013, focused on building an international coalition to respond to an unstable situation in the Caucasus region. During the first half of this part of the exercise, the teams had to formulate a strategy to uphold their government's positions and objectives within the region while maintaining or improving relations with other nations involved in the region.

The second part of the Coalition Building Exercise focused on engaging in negotiations to develop a military coalition to allow the introduction of a UN-mandated international peacekeeping force into the region. The U.S. contribution to the coalition was based on the U.S. Army's Objective Force concepts, which served to introduce the International Fellows to the principles, capabilities, and implications for the employment of that force.

In addition to the International Fellows and staff of the U.S. Army War College, several outside experts participated in the exercise as mentors

for the students. They advised the International Fellows on the politics, militaries, economies, and cultures of the regional actors. These mentors included two retired U.S. ambassadors and military officers from the U.S. Army Staff.

STRATEGIC LEADER STAFF RIDE PROGRAM

*By Colonel Chris Fulton
Department of the Army Support Branch*

The U.S. Army War College's (USAWC) Strategic Leader Staff Ride Program, coordinated and executed through the Center for Strategic Leadership, uses the lessons of Gettysburg to meet the leadership challenges of today. This program serves as a means to exchange ideas, increase awareness of important strategic issues shared by the armed forces, academia, the government, and the business community, and establish a foundation for mutually beneficial, long-term, professional relationships and exchanges.

Columbia Business School teamed with the Army War College on 6-9 October to provide an opportunity for leaders from some of the country's largest corporations to come together to discuss the challenges of strategic-level leadership. The group spent October 7th grasping the strategic lessons of the Gettysburg battlefield under the exceptional tutelage of Dr. Sam Newland of the USAWC faculty; they followed up that experience with two days of group discussions on a myriad of issues facing today's corporate world. Dr. Willie Pietersen, from the Columbia Business School, actively facilitated these discussions on corporate subjects such as, Achieving Global Competiveness, Lessons in Leadership, and Ethics in Business. Military topics of interest included the use of

After Action Reviews, Commander's Intent, and Ethics and the Concept of Just War.

Secretary of Homeland Security Tom Ridge used the Strategic Leader Staff Ride Program twice this quarter to bring senior leaders from the Department of Homeland Security (DHS) to Gettysburg and to Carlisle Barracks to discuss the applicability of lessons from the battlefield of Gettysburg to their new and diverse organization. Professor Len Fullenkamp, USAWC historian, provided the group with exceptional insights into the lessons of Gettysburg, and members of the USAWC faculty facilitated discussions on additional topics, including "Strategy Development" (Dr. Robin Dorff), "Campaign Planning" (Colonel Harry Tomlin) and "Dealing with Changing Cultures" (Dr. Craig Bullis). A highlight of the DHS SLSR was a visit from the 16th President of the United States (portrayed by Mr. James Getty from Gettysburg, PA), who shared his own lessons learned regarding Homeland Security from days past.

The Strategic Leader Staff Ride program continues to support and improve the strategic communications objectives of the War College. The outstanding support and energy provided by the USAWC faculty is the key to the success of this program.



Homeland Security Secretary Ridge gets a few pointers from "Mr. Lincoln"

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This publication and other CSL publications can be found online at <http://www.carlisle.army.mil/usacsl/index.asp>.
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