

November 18, 2005

Some Thoughts on the Senior Level Review Group (SLRG)
and the Strategic Planning Council (SPC)

1. The SLRG and the SPC are the most senior bodies in the Department. It would be best for invitees to attend regularly.
2. Topics for SLRGs and SPCs are selected by the Secretary of Defense, at the recommendation of the participants. If anyone has a topic to suggest, please feed it into the process via PA&E, USD(P), or SecDef.
3. Attendance is by invitation by SecDef. All SLRGs and SPCs are chaired by SecDef. Only necessary audiovisual support people should be in the back room.
4. Please come prepared, and engage honestly and openly. Only if the discussions are kept completely confidential will participants be willing to openly express their views. The value of the SLRG is that SecDef can explore areas of uncertainty, and all participants can learn from the vast experience represented in the room.
5. Briefings should be presented by a designated Policy or PA&E official or by a SLRG participant personally, not by a less senior person brought in for that purpose.
6. Participants are particularly encouraged to offer views in areas outside of their assigned responsibilities. We all need their perspectives.
7. Deliberations are confidential and should not be committed to memos for the record or circulated. It is important that attendees feel free to raise any questions without concern about possible differences.
8. Discussions should be open, friendly, constructive and collegial – but be prepared to defend your views.
9. The SLRG is the place to bring big ideas.
10. Assumptions should be presented, vigorously discussed and tested.
11. With this senior a group, it is important to avoid getting bogged down in side issues. Time is too valuable.



12. Participants are entitled to their own opinions, but not their own facts. Let's achieve agreement on the important facts before SLRG sessions.
13. COCOMs who happen to be in Washington during a SLRG are encouraged to attend.
14. Seating is open, but Service Secretaries, Service Chiefs, CoComs and Undersecretaries of Defense should have first crack at the table.
15. There should be one conversation. Side conversations are distracting, both to those who have the floor and those who are trying to listen.
16. Please leave any lingering Service or organizational parochialism at the door! The goal is to arrive at what is best for the US and to determine how the Department can best support the President and the American people – not how an individual Service or organization may or may not fare. Tin-cupping and special pleading are to be avoided.
17. The success of the SLRG has been the ability of participants to vet all views and ideas in front of all the other senior officials of the Department – military and civilian – with absolute confidence that the discussions will not leave the room. Let's keep it that way.



SLRG PARTICIPANTS

Master List

As of 13 June 06

- | | |
|--------------------------------|----------------------------------|
| 1. Secretary of Defense | Hon. Donald Rumsfeld |
| 2. Deputy Secretary of Defense | Hon. Gordon England |
| 3. Army | Hon. Fran Harvey or Deputy |
| 4. Navy | Hon. Donald Winter or Deputy |
| 5. Air Force | Hon. Mike Wynne or Deputy |
| 6. CJCS | Gen Pete Pace |
| 7. USD AT&L | Hon. Ken Krieg or Deputy |
| 8. USDP | Hon. Eric Edelman |
| 9. USD C | Hon. Tina Jonas |
| 10. USDI | Hon. Steve Cambone |
| 11. USDP&R | Hon. David Chu |
| 12. VCJCS | ADM Ed Giambastiani |
| 13. Marine Corps | Gen Mike Hagee or Deputy |
| 14. Army | Gen Peter Schoomaker or Deputy |
| 15. Navy | ADM Michael Mullen or Deputy |
| 16. Air Force | Gen T. Michael Moseley or Deputy |
| 17. PDUSDP | Hon. Ryan Henry |
| 18. GC | Hon. Jim Haynes or Deputy |
| 19. ASD/LA (acting) | Mr. Robert Wilkie |
| 20. ASD/NII | Hon. John Grimes |
| 21. ASD HD | Hon. Paul McHale |
| 22. ASD/PA | Hon. Dorrance Smith or Deputy |
| 23. Dir PA&E | Mr. Brad Berkson |
| 24. Dir, JS | LTG Walter Sharp |
| 25. Dir, J5 | Lt Gen Gene Renuart |
| 26. Dir, J8 | VADM Evan Chanik |
| 27. DASD S | Mr. Jim Thomas |
| 28. Press Secretary | Mr. Eric Ruff |

EX OFFICIO ATTENDEES

- | | |
|---|----------------------|
| 29. SD Special Assistant | Mr. Robert Rangel |
| 30. SD Sr. Military Assistant | VADM Jim Stavridis |
| 31. PA&E | VADM Stan Szemborski |
| 32. DSD Special Assistant or DSD Sr. Military Assistant | |
| 33. Senior Speech Writer | |
| 34. Tony Dolan | |

* This list is all inclusive, suitable substitutes are listed with the principal

