



Improving Public-Private Partnership



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Agenda

- Introductory concepts
- Topic selection
- Methodology
- Analysis
- Recommendations
- Suggestions for further study





Introductory Concepts

- What is Public-Private Collaboration vs Partnership?
 - “Pro-bono” exchange
 - Transactional relationship, no contracts, one time or repetitive
- Examples:
 - Humanitarian assistance
 - “In kind” assistance (medical care, translator support)
 - Academic and industry expertise
- Non-Federal Entity (NFE): “Catch all” term for NGOs, industry, academia and other organizations





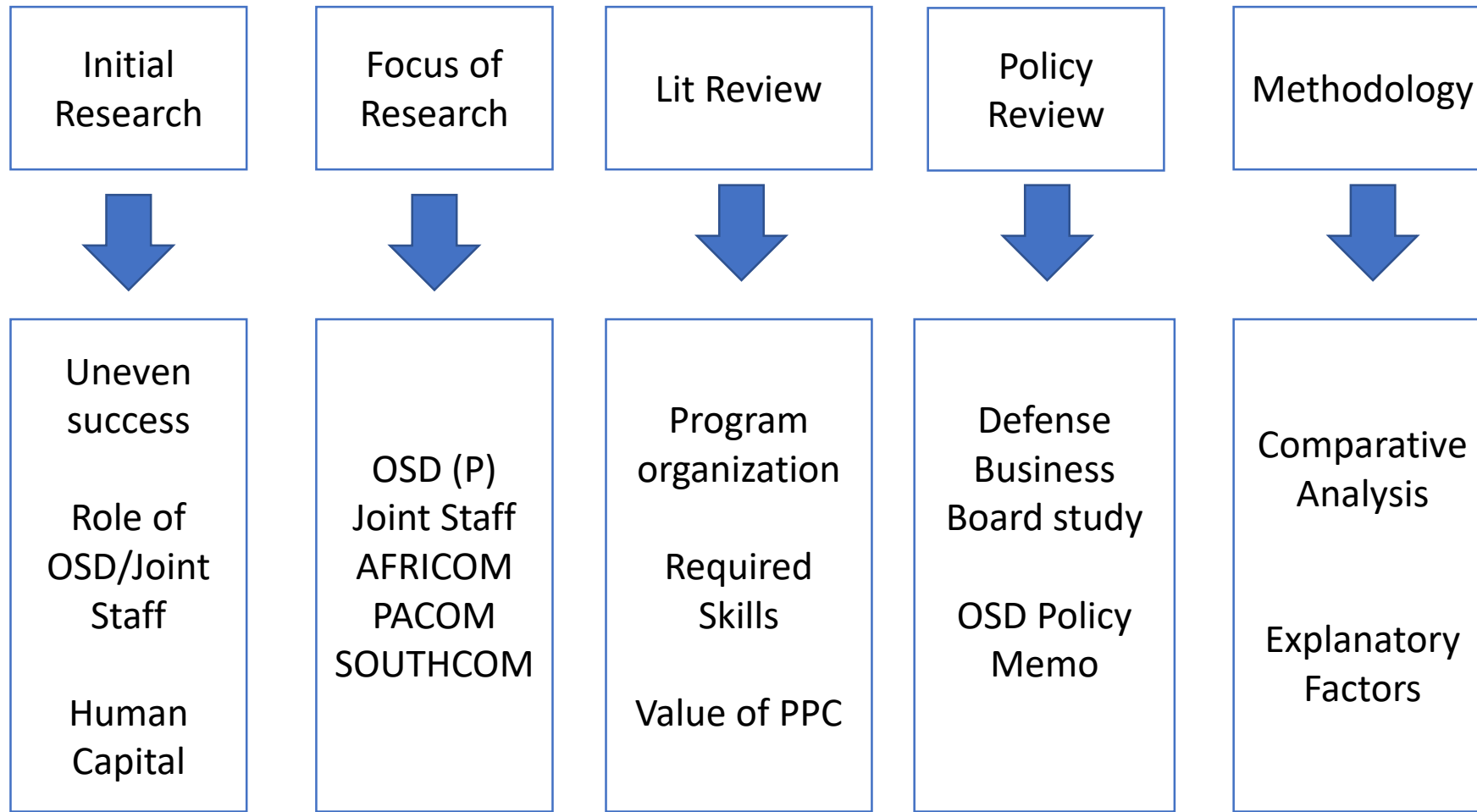
Topic Selection

- Mentioned in various policy documents, but not an official program
- Resourced at COCOMs with personnel, but programs are varied
- Interagency coordination has advanced, but not PPC policy
- PPCs can add value and support military objectives
- Can build connections between society and the military





Path of study and research





Research Methodology

- Research Question: ***What explains the difference in strength between PPC programs IN SOUTHCOM, AFRICOM and PACOM?***
- Explanatory Factors
 - Engagement Approach
 - Command Interest and Strategic Communications
 - Training and Experience
- Interviews
 - OSD (P), Joint Staff, AFRICOM, SOUTHCOM, PACOM, US Army Special Forces Center and School
- Limitations





Factor Comparison

	SOUTHCOM	AFRICOM	PACOM
Engagement Approach	"Active" Less formal "pro-bono" only	"Passive" More formal "Pro-bono" and commercial mix	"Passive" Less formal
Command Interest/ Strategic Communications	Medium interest PPC integrated in website	Low interest, PPC not integrated in website	Low interest, PPC not integrated in website
Training and Experience	No formal training, civilians hired w/o experience	No formal training, civilians hired w/o experience	No formal training, civilians hired w/o experience





Analysis: What explains the difference in strength?

- Engagement Approach:
 - greatest differences and greatest contribution to program “strength”
- Command Interest/Strategic Communications:
 - distinct differences, but fewer than “engagement approach”
- Training and experience:
 - least difference, some data does associate with program “strength”





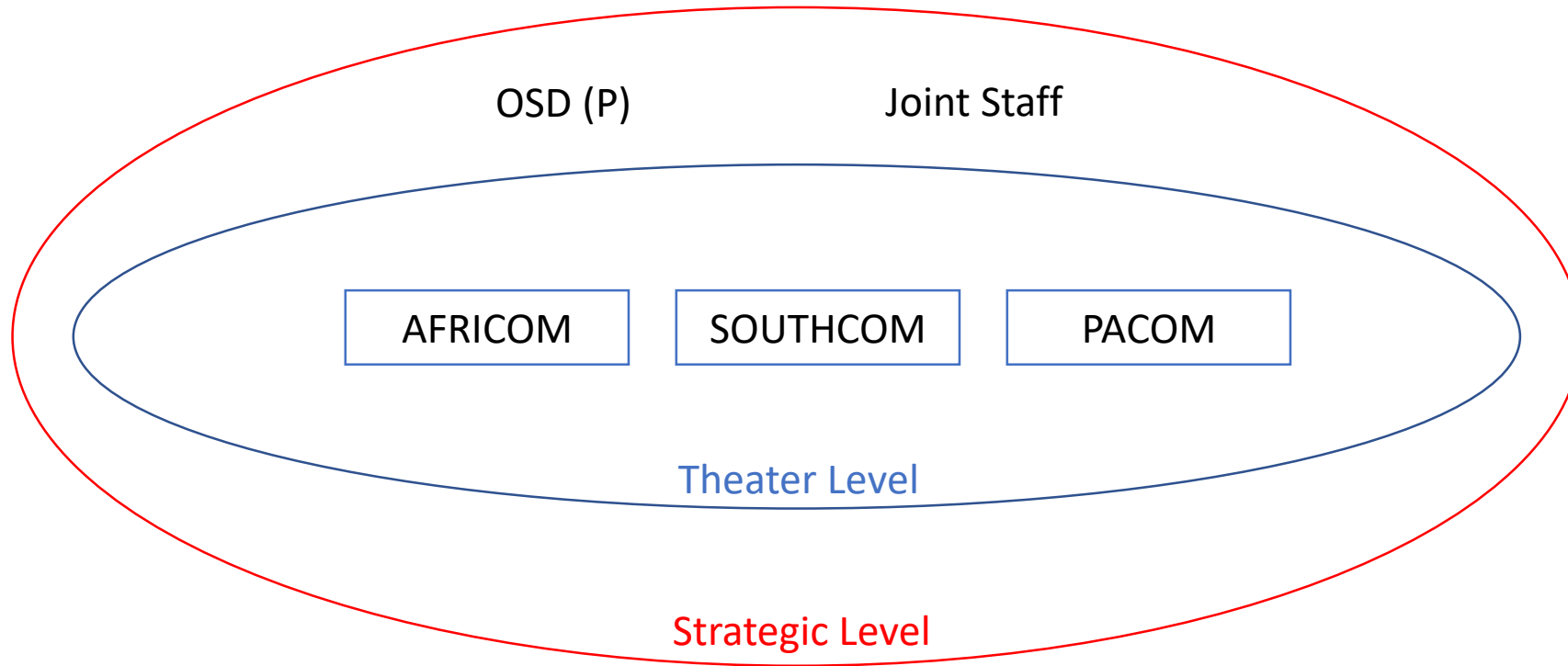
Analysis (Cont.)

- DoD appreciates the value of PPC, but making no investment
- No training for:
 - opportunity discovery and realization
 - social competence, networking
- No formalization to support decentralized operations
- No selection criteria for personnel in PPC programs
- No standardized legal guidance
- Until greater investment takes place, PPC programs will not improve





Recommendations for strategic Level

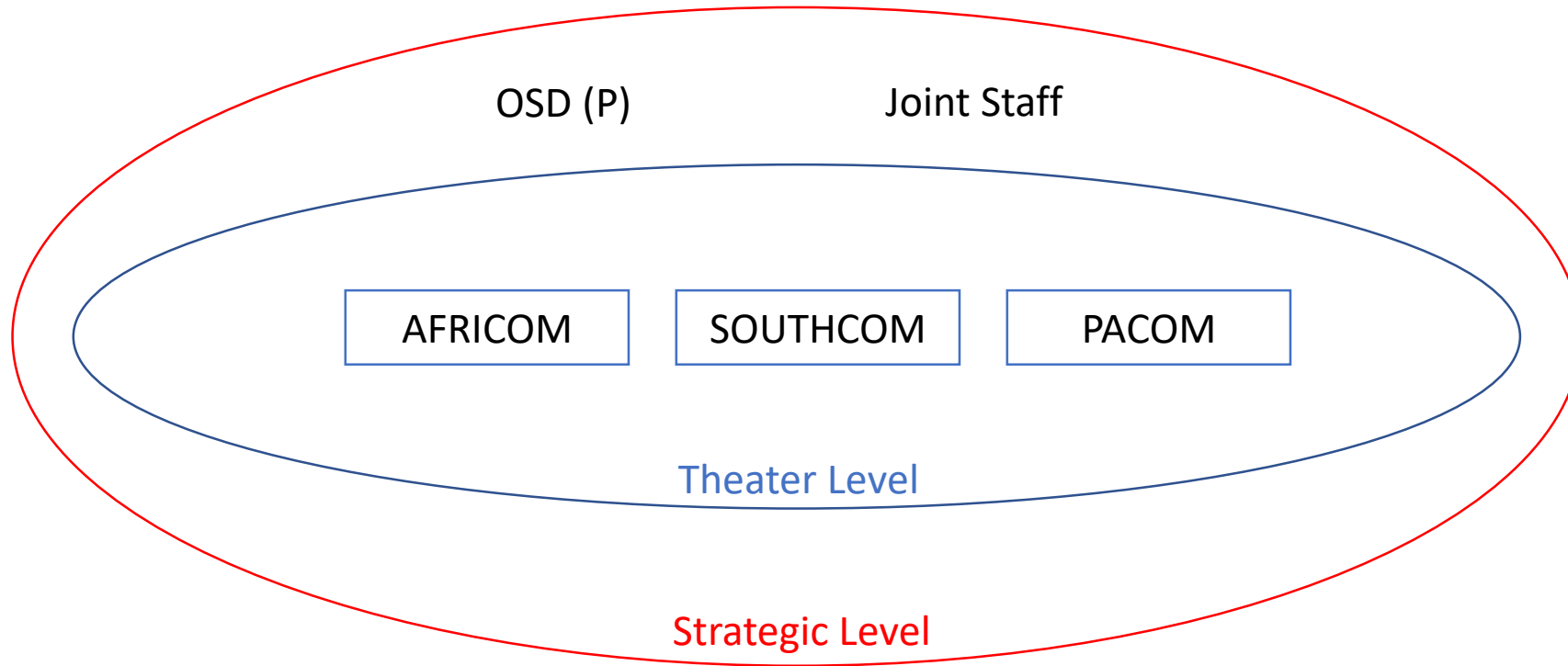


- Increase formalization
- Effective training
- Identify skills in the force
- Implementation Guidance





Recommendations for theater Level



- Improve Strategic Communications
- Develop “white network” visualization tool
- Implement “Pro-Bono” only policy





Conclusion

- PPC is a cost effective activity which helps meet military objectives
- OSD and the Joint Staff need to formalize the program
- The ability to conduct active engagement is most important
- Theater level recommendations don't require additional resources
- Research adds to the Defense Business Board Study





Suggestions for further study

- Why did the SOUTHCOM PPC program gain momentum during Haiti Disaster Response in 2010, but not the AFRICOM program during the its response to the 2014 Ebola outbreak?





Questions/Discussion



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