



DoD DIRECTIVE O-5105.88

OSD RED TEAM

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Incorporates:	Secretary of Defense Memorandum, "Establishment of an Office of the Secretary of Defense Red Team," June 8, 2020
Approved by:	Christopher C. Miller, Acting Secretary of Defense

(U) **Purpose:** This issuance establishes policy, updates the mission, organization and management, and administration of the OSD Red Team, assigns responsibilities and functions, establishes relationships, delegates certain authorities, in accordance with the June 8, 2020 Secretary of Defense Memorandum, pursuant to the authority of the Secretary of Defense in Titles 10 and 50 of the United States Code and Executive Order 12333, as amended.

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SECTION 1: (U) GENERAL ISSUANCE INFORMATION

1.1. (U) APPLICABILITY.

(U) This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).

1.2. (U) POLICY.

a. (U) The DoD:

(1) (U) Considers potential adversary perspectives and actions during the systematic deliberations that inform DoD policy, strategy, analysis, planning, resourcing, organizing, training, or equipping.

(2) (U) Employs analytic processes and alternative viewpoints that:

(a) (U) Advance DoD strategic competition efforts.

(b) (U) Help mitigate potential miscalculation, surprise, and unanticipated consequences across the breadth of DoD activities.

b. (U) Nothing in this issuance should be construed as detracting from or duplicating the duties and responsibilities of the OSD Principal Staff Assistants (PSAs) and the DoD Component heads. The PSAs and DoD Components may continue to use organizational red teams and intelligence red cells consistent with DoD policy.

1.3. (U) MISSION.

(U) The OSD Red Team:

a. (U) Serves as the Secretary and Deputy Secretary of Defense red team by providing insights on adversaries’ highest level perspectives and potential actions to inform strategic-level DoD activities. The OSD Red Team will use expert knowledge and reasoning to anticipate adversary viewpoints and decision making.

b. (U) Due to the pre-decisional nature of the subject matter being analyzed, provides intelligence-informed, adversary-centric insights that augment, complement, are separate and distinct from, and do not replace, other established channels of military advice or finished intelligence products and analysis that may be provided to the Secretary of Defense, Deputy Secretary of Defense, the OSD PSAs, and DoD Component heads.

c. (U) Operates with intellectual independence and strategic foresight. The OSD Red Team uses creative analytic formats to convey anticipated adversary perceptions, strategy, and decision making. Its insights are contextualized within other relevant, established channels of strategic and military analysis and assessment.

1.4. (U) ORGANIZATION AND MANAGEMENT.

a. (U) The OSD Red Team consists of a Director, assigned to and under the authority, direction, and control of the Under Secretary of Defense for Intelligence and Security (USD(I&S)), and such other personnel and resources as are established by the Director, OSD Red Team, within the resources assigned by the Secretary of Defense.

b. (U) The Director, OSD Red Team, provides independent advice directly to and receives tasking directly from the Secretary and Deputy Secretary of Defense.

c. (CUI) (b)(2)

(b)(2)

1.5. (U) ADMINISTRATION.

a. (U) The Director, OSD Red Team, is a senior executive appointed by the Secretary or Deputy Secretary of Defense. The USD(I&S), in coordination with the Under Secretary of Defense for Policy, the Chairman of the Joint Chiefs of Staff, and other offices as appropriate, will provide recommendations to the Secretary or Deputy Secretary of Defense for the Director, OSD Red Team.

b. (U) The DoD Components assign civilian and military personnel to the OSD Red Team according to the approved program manning plan consistent with established procedures for assignment to joint duty or detail, in accordance with DoD Instructions 1100.23 and 1400.36.

SECTION 2: (U) RESPONSIBILITIES AND FUNCTIONS

2.1. (U) DIRECTOR, OSD RED TEAM.

(U) The Director, OSD Red Team:

a. (U) Provides independent advice directly to the Secretary and Deputy Secretary of Defense. Specifically, the Director advises on adversary perceptions and actions regarding ongoing or prospective DoD activities.

b. (U) Oversees OSD Red Team operations, including personnel and projects, consistent with applicable law and DoD policy:

(1) (U) From candidates recommended by the OSD PSAs and DoD Component heads, selects personnel for assignment or detail to the OSD Red Team, in full-time, part-time status, and advisory roles.

(2) (U) Approves all projects undertaken by the OSD Red Team, in consultation with the Secretary and Deputy Secretary of Defense.

(3) (U) Determines the type and level of support the OSD Red Team may provide to other DoD officials, activities, or organizations.

c. (CUI) (b)(2)

(b)(2)

d. (U) Attends Secretary of Defense-hosted meetings, as appropriate, to stay informed of emerging Secretary of Defense requirements and pre-decisional DoD actions, as requested.

e. (U) Provides subject-matter expertise to identify and assess adversary perspectives, as appropriate, to support OSD PSAs and DoD Component heads when providing advice regarding their respective areas of responsibility to the Secretary and Deputy Secretary of Defense.

f. (U) Identifies ways to contribute to the broader Departmental understanding of strategic competition and warfighting from the adversary's perspective in ways that are conducive to incorporation into each OSD PSA or DoD Component's respective processes.

g. (U) May conduct or sponsor OSD Red Team assessments and incorporate, as appropriate, Special Access Program (SAP) and Controlled Access Program information, to provide appropriate insights for specified audiences and circumstances.

h. (U) Keeps the USD(I&S) informed on all OSD Red Team activities.

2.2. (U) USD(I&S).

(U) The USD(I&S), as the PSA for intelligence and security, in accordance with DoDD 5143.01, exercises authority, direction, and control over the Director, OSD Red Team, and advocates in the planning, programming and budgeting process for resources to enable OSD Red Team mission accomplishment. In addition, the USD(I&S):

a. (CUI) (b)(2) [Redacted]
(b)(2) [Redacted]

b. (U) Provides support for facilities, logistics, manpower management, including permanent billets, facilities, logistics, and administrative support, within the resources provided, for the effective operation of the OSD Red Team.

c. (U) Coordinates with the Director of National Intelligence to enable OSD Red Team access to the necessary subject matter experts, information, and capabilities required to accomplish its assigned mission.

d. (U) Coordinates with the Director, DoD Special Access Program Central Office (SAPCO), to enable OSD Red Team access to the information and capabilities required to accomplish its responsibilities and functions.

e. (U) Coordinates on any communications between the OSD Red Team and other departments and agencies, Congress, and members of the public, as appropriate.

f. (U) Administers any support agreements between the OSD Red Team and other departments and agencies, as necessary.

SECTION 3: (U) RELATIONSHIPS

3.1. (U) DIRECTOR, OSD RED TEAM.

(U) In performing the assigned responsibilities and functions, the Director, OSD Red Team:

a. (U) Communicates directly with the Secretary and Deputy Secretary of Defense.

(1) (U) Receives guidance and priorities directly from the Secretary and Deputy Secretary of Defense.

(2) (U) Provides direct red team support to the Secretary and Deputy Secretary of Defense.

(3) (U) May forgo normal coordination procedures in order to preserve analytic independence and meet decision making timelines.

b. (U) Informs strategic analysis in support of DoD decision making by making available to the OSD PSAs and DoD Component heads any assessments and advice provided to the Secretary or Deputy Secretary of Defense, subject to the guidance of the Secretary or Deputy Secretary of Defense, when relevant.

c. (U) Identifies opportunities to consult and engage with OSD PSAs and DoD Component heads to increase knowledge sharing on adversary perspectives and potential actions, and to enable the incorporation of adversary information into OSD PSA and DoD Component assessments.

d. (U) Plans, manages, and directs the OSD Red Team, its subordinate elements, and all assigned resources, including detailed part-time personnel or personnel otherwise working for the OSD Red Team, when such personnel are performing tasks for the OSD Red Team.

e. (U) Provides visibility and keeps the USD(I&S) informed on all OSD Red Team activities.

3.2. (U) OSD PSAS AND DOD COMPONENT HEADS.

(U) The OSD PSAs and DoD Component heads:

a. (U) Respond to OSD Red Team requests, as appropriate, for capability, programming, strategy, and operational planning documents and related information.

b. (U) Upon request and by agreement with the Director, OSD Red Team, nominate for potential detail or assignment civilian or military candidates, from their respective Components, who possess the qualifications identified by the Director, OSD Red Team.

3.3. (U) DIRECTOR, DOD SAPCO.

(U) Under the authority, direction, and control of the Deputy Secretary of Defense, the Director, DoD SAPCO, supports the OSD Red Team, in accordance with DoDD 5205.07; serves as the access approval authority for DoD SAPs, unless such approval is specifically delegated in writing to the Director, OSD Red Team.

3.4. (U) DIRECTOR, NET ASSESSMENT.

(U) In addition to the responsibilities in Paragraph 3.2., the Director, Net Assessment, may seek OSD Red Team's insights on other nation's viewpoints and potential actions during the course of the Office of Net Assessment's comparative analysis of military, technological, political, economic, and other factors governing the relative military capability of other countries.

SECTION 4: (U) AUTHORITIES

(U) The Director, OSD Red Team, is delegated authority to:

a. (U) Communicate directly with the OSD PSAs and the DoD Component heads, as necessary, to perform Secretary and Deputy Secretary of Defense-assigned responsibilities and functions, including requests for advice and assistance. Communications to the Military Departments are transmitted through the Secretaries of the Military Departments, as otherwise provided in law, or as the Secretary of Defense directs in other DoD issuances. Communications to the Combatant Commanders will be in accordance with DoDD 5100.01.

b. (U) Communicate with other U.S. Government officials, members of the public, and representatives of foreign governments, as appropriate, in carrying out the OSD Red Team-assigned responsibilities and functions. The Director, OSD Red Team, must conduct communications with representatives of the Legislative Branch, through the Office of the USD(I&S) and Office of the Assistant Secretary of Defense for Legislative Affairs, except for communications with the Defense Appropriations Committees. In those cases, the Director, OSD Red Team, will also coordinate with the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense. Communications will comply with the requirements of the DoD Legislative Program.

c. (U) For all SAP matters, the Director, OSD Red Team, must conduct communications with departments and agencies of the Executive Branch and Congress, in accordance with DoDD 5205.07.

d. (U) Obtain reports and information, as necessary, to perform assigned responsibilities and functions, in accordance with DoD Instruction 8910.01.

(U) GLOSSARY**G.1. (U) ACRONYMS.**

(U) ACRONYM	(U) MEANING
(U) DoDD	DoD directive
(U) PSA	Principal Staff Assistant
(U) SAP	Special Access Program
(U) SAPCO	Special Access Program Central Office
(U) USD(I&S)	Under Secretary of Defense for Intelligence and Security

G.2. (U) DEFINITIONS.

(U) Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

(U) TERM	(U) DEFINITION
(U) Defense Intelligence Components	All DoD organizations that perform intelligence or intelligence-related functions.
(U) OSD Red Team	The organizational element established to provide the Secretary and Deputy Secretary of Defense insights on adversaries' highest level perspectives and potential actions to inform strategic-level DoD activities.
(U) red team	An organizational element comprised of trained and educated members that provide an independent capability to fully explore alternatives in plans and operations in the context of the operational environment and from the perspective of adversaries and others.
(U) table top exercise	A war game or other simulation consisting mainly of structured discussion intended to explore and illustrate specific alternatives, concepts, and possible outcomes based on approaches chosen during the course of set vignettes.

(U) REFERENCES

- DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components,” December 21, 2010, as amended
- DoD Directive 5143.01, “Under Secretary of Defense for Intelligence and Security (USD(I&S)),” October 24, 2014, as amended
- DoD Directive 5148.13 “Intelligence Oversight,” April 26, 2017
- DoD Directive 5205.07, “Special Access Program (SAP) Policy,” July 1, 2010, as amended
- DoD Instruction 1100.23, “Detail of Personnel to OSD,” September 26, 2012, as amended
- DoD Instruction 1400.36, “DoD Implementation of the Joint Intelligence Community Duty Assignment (JDA) Program,” June 2, 2008, as amended
- DoD Instruction 8910.01, “Information Collection and Reporting,” May 19, 2014, as amended
- DoD Manual 5240.01, “Procedures Governing the Conduct of DoD Intelligence Activities,” August 8, 2016
- Executive Order 12333, “United States Intelligence Activities,” July 30, 2008, as amended
- Secretary of Defense, Memorandum, “Establishment of an Office of the Secretary of Defense Red Team,” June 8, 2020¹
- United States Code, Title 10
- United States Code, Title 50

¹ Available from the Office of the Chief Management Officer of the Department of Defense



**DEPARTMENT OF DEFENSE
FREEDOM OF INFORMATION DIVISION
1155 DEFENSE PENTAGON
WASHINGTON, DC 20301-1155**

Ref: 21-F-0229
January 22, 2021

Mr. Steven Aftergood
Federation of American Scientist
1112 16th Street NW
Suite 400
Washington, D.C. 20036

Dear Mr. Aftergood:

This is a final response to your November 25, 2020 Freedom of Information Act (FOIA) request, a copy of which is enclosed for your convenience. We received your request on November 27, 2020, and assigned it FOIA case number 21-F-0229. We ask that you use this number when referring to your request.

The Office of the Chief Management Officer, a component of the Office of the Secretary of Defense, conducted a search of their records systems and located 11 pages determined to be responsive to your request. Ms. Regina F. Meiners, Director, Organization Policy & Support Division, in her capacity as an Initial Denial Authority, has determined that portions of the 11 responsive pages are exempt from release pursuant to 5 U.S.C. § 552 (b)(2), which pertains to information related to the internal rules and practices of the agency, and 5 U.S.C. § 552(b)(6), which pertains to information, which if disclosed, would constitute a clearly unwarranted invasion of the personal privacy of individuals.

In this instance, fees for processing your request were below the threshold for requiring payment. Please note that fees may be assessed on future request.

If you have any questions or concerns about the foregoing or about the processing of your request, please do not hesitate to contact the Action Officer assigned to your request, Erica L. Beckett, at 571-372-0411 or Erica.l.beckett.civ@mail.mil. Additionally, if you have concerns about service received by our office, please contact a member of our Leadership Team at 571-372-0498 or Toll Free at 866-574-4970.

Should you wish to inquire about mediation services, you may contact the OSD/JS FOIA Public Liaison, Tonya R. Fuentes, at 571-372-0462 or by email at OSD.FOIALiaison@mail.mil, or the Office of Government Information Services (OGIS) at the National Archives and Records Administration. The contact information for OGIS is as follows:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road-OGIS
College Park, MD 20740
E-mail: ogis@nara.gov
Telephone: 202-741-5770
Fax: 202-741-5769
Toll-free: 1-877-684-6448

You have the right to appeal to the appellate authority, Ms. Joo Chung, Director of Oversight and Compliance, Office of the Secretary of Defense, by writing directly to the following address: 4800 Mark Center Drive, ATTN: DPCLTD, FOIA Appeals, Mailbox# 24, Alexandria, VA 22350-1700.

Your appeal must be postmarked within 90 calendar days of the date of this response. Alternatively, you may email your appeal to osd.foia-appeal@mail.mil. If you use email, please include the words "FOIA Appeal" in the subject of the email. Please also reference FOIA case number 21-F-0229 in any appeal correspondence.

We appreciate your patience in the processing of your request. As stated previously, please contact the Action Officer assigned to your request, Erica L. Beckett, and reference FOIA case number 21-F-0229, if you have any questions or concerns.

Sincerely,

for Pamela Andrews
Stephanie L. Carr
Chief

Enclosures:
As stated