

# Scenarios for the Austrian Security Policy



*The department for the security policy is the security and defense policy advisory body of the Austrian Federal Ministry for national defence and sports, the chiefs of staff of the armed forces and other departments of the Ministry. The department for the security policy supervises the affairs of the National Security Council and the involvement of the Federal Ministry for defense and sports at State-level. The head of the security policy department is as Minister of defense, advisor to the Federal Minister with direct rights to security and defense issues, advisory member on the National Security Council and a member of the Austrian Board for integration and foreign policy.*

**Within the framework for the development of the Austrian security strategy, alternative Profile variations (strategy scenarios) for the Austrian security policy were developed in a compact scenario process. The evaluation was carried out based on internal assessment criteria as well as additionally created environmental scenarios, which were used to represent opportunities for the development of national, European and global security architecture ...**

In the summer of 2011, the department for security policies received from the head of the Austrian General staff, the task to show the different defense policy options for the Austrian Armed Forces. It became abundantly clear that there were significant uncertainties regarding the environmental developments, as well as uncertainties towards their own possibilities for action. Therefore, together with the Scenario-Management™ tool the approach to develop strategic scenarios to address these uncertainties was taken. The project developed over the following three phases:

## **Development of Profile variants (Phase 1)**

The development of Strategic Scenarios, referred to here as profile variants, formed the starting point. They describe how the Austrian Armed Forces may develop in the future.

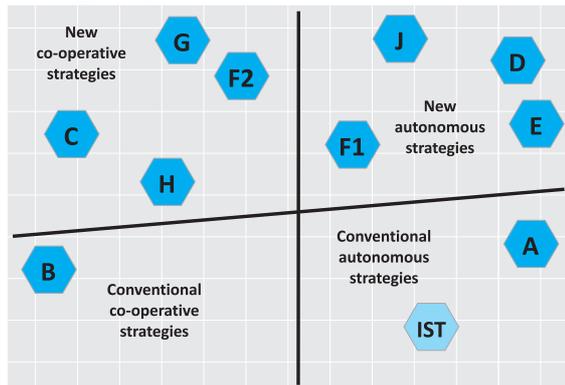
11 Basic strategic options were developed based on 18 strategy elements. Each of these profile variants followed a certain »Strategy core« and encompassed the strategic idea, the main benefits of their defense policy as well as the capability characteristics with regard to the components of the strategy. From this a »Strategy Land Card« was established, where in addition to the profile variants the current situation was established.

## **Development of External scenarios (Phase 2)**

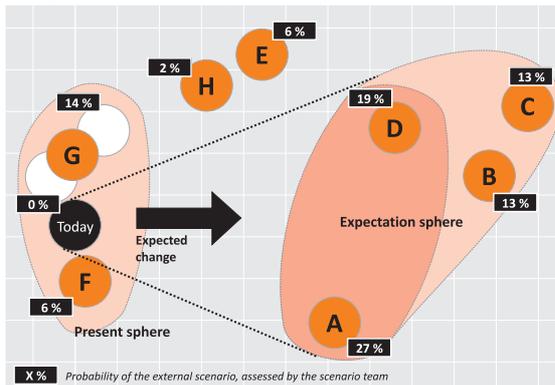
In order to identify the most promising long-term profile variants, the second phase included the examination of the framework conditions for their implementation. The development of these external scenarios required the inclusion of external experts to join the project team. These experts included representatives from the Ministry of Foreign Affairs, the University of Vienna and a public affairs agency. Additionally, international experts from Switzerland, Great Britain, the Netherlands and Bulgaria were included.



## Strategy-Map



## Map of the future (External)



As a result eight alternative future perspectives were developed that were visualized in a »Map of the Future«. The perspectives differ largely on the basis of world order (uni- vs. multi-polar) as well as the security architecture (confrontational vs. cooperative).

In connection with their development and formulation the environmental scenarios were rated. This was carried out at the level of the individual key factors and led to the identification of present and waiting areas on the map as well as to the probability for each scenario.

### Evaluation of Profile variants (Phase 3)

The assessment of alternative options is a critical phase in any strategic process. Therefore, a specific process model was developed

- the identification of security policies and implementation-related objectives, as well as their weighting through the military technical circuit laid down by the General staff;
- the determination of the relevance of security objectives in the various environmental scenarios and
- the clarification of the question of how well the individual profile variants meet the security objectives as well as the implementation criteria (e.g. resource requirements, financing, preservation of freedom of action and internal and external acceptance).

Based on the assessment portfolio, which showed that although the profile variants B, C and H had the highest security target attainment values for various reasons they were also flawed with implementation problems.

On the proposal of the General staff, the Minister has given the task to attract the profile variant F2 as a basis for the concrete structure and capability planning.

### Design of the strategic Management process in BMLVS

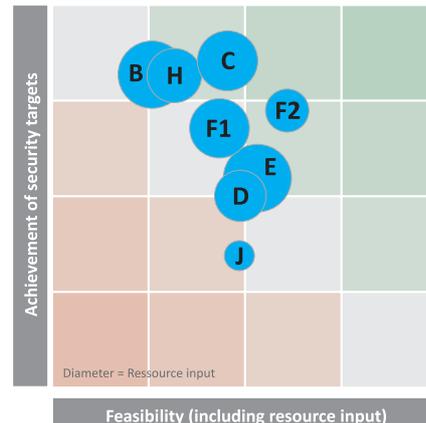
After the process of development and evaluation of Defense policy profile variants has been successfully completed then the discussion over the implementation of a continuous strategic management process can begin. For this we have a model which contains at its core, two cycles:

- Every five years the partial defense strategy needs to be revised based on the profile variants and environmental scenarios;
- An annual process to review and update the partial strategy defense policy is embedded in the five-year cycle.

A detailed description can be found in the article by Dr. Alexander Fink in the book, »Security Strategy and Security«, which is published by Böhlau-Verlag.



## Evaluation portfolio



»This project has opened the possibility for discussion over realistic but different orientations for the Austrian Armed Forces to implement into their defense policy. This was an essential contribution to the objective of political debate with a well-developed bases for future decision making.«

**Brig. Mag. Gustav E. Gustenau**  
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