



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

Directive current as of 9 May 2008

J-8  
DISTRIBUTION: A, B, C, J, S

CJCSI 3460.01B  
30 April 2007

## COMBAT SUPPORT AGENCY REVIEW TEAM ASSESSMENTS

References: Enclosure C

1. Purpose. This instruction provides guidance on the conduct of combat support agency review team (CSART) assessments.
2. Cancellation. CJCSI 3460.01A, 18 October 2004, "Combat Support Agency Review Team Assessments."
3. Applicability. This instruction applies to those organizations that participate in CSART assessments, such as the Joint Staff, Services and their combatant command components, combatant commands and their joint component commands, Office of the Secretary of Defense (OSD), combat support agencies (CSAs), and other joint activities.
4. Policy
  - a. The CSART assessment seeks to improve the responsiveness and readiness of each CSA to support the operating forces and fulfills the Chairman of the Joint Chiefs of Staff responsibility to biennially assess the CSAs under reference a. The assessment report provides opportunities for decision makers to identify CSA-specific capability shortfalls, assess the risk to military operations, take corrective actions and influence DOD processes through recommendations made to and endorsed by the Secretary of Defense. It may also identify warfighting capability shortfalls and policy and resource issues that impede CSA responsiveness and readiness.
  - b. The CSART assessment may be used to inform the Chairman and the Joint Staff in the execution of their responsibilities under reference b and in the identification of future joint capabilities required of the CSAs. The report supplements the Chairman's Readiness System (CRS) by providing a CSA-focused assessment of current readiness and capability shortfalls as well as an assessment of future readiness beyond the scope of the CRS. Combatant

commanders may use the report to support their assessment of the capability of the respective agencies to support their readiness under the CRS, reference q.

c. The CSART assessment also fulfills the Chairman's responsibility to report annually to the Senior Readiness Oversight Council on the integration of agency mission-essential task lists (AMETLs) with the combatant command joint mission-essential task lists (JMETLs) under the Defense Readiness Reporting System (DRRS), reference k.

d. The scope of the assessment is limited to the combat support mission of the agency. Enclosure A outlines the process for conducting this assessment.

5. Definitions. See Glossary.

6. Responsibilities. Enclosure B describes the responsibilities of CSART participants. Organizations providing action officers for the CSART traveling team shall program and fund travel resources for these members.

7. Summary of Changes. This instruction adds specific information on the CSART review of applicable agency supporting plans and is rewritten for clarity.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--  
[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).

9. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:



WALTER L. SHARP  
Lieutenant General, USA  
Director, Joint Staff

Enclosures:

A -- CSART Process

Appendix A -- CSART and Joint Requirements Oversight Council  
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- Appendix A -- Joint Staff Responsibilities
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ENCLOSURE A

CSART PROCESS

1. Purpose. This enclosure describes the CSART assessment process established for assisting the Chairman of the Joint Chiefs of Staff in fulfilling the responsibilities under reference a.

2. General

a. The CSART assessment is a constructive and collaborative process designed to optimize the combat support effectiveness of each CSA. It is the primary means for reviewing the responsiveness and readiness of the CSA to support requirements of the combatant commands and their components in the execution of missions assigned by the Secretary of Defense in support of joint military operations. The CSART is not limited to assessing only the CSA's current readiness or its readiness to execute specific analytic agenda scenarios; rather, the CSART seeks to assess the CSA's capability to execute the NMS. The Joint Staff conducts an assessment of each CSA approximately every two years.

b. The current CSAs, their OSD Principal Staff Assistants (PSAs) and establishing directives are listed in the table below.

<b>Combat Support Agencies</b>	<b>Principal Staff Assistants</b>	<b>Establishing DODD</b>
Defense Contract Management Agency (DCMA)	Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L))	Ref j
Defense Logistics Agency (DLA)		Ref g
Defense Threat Reduction Agency (DTRA)		Ref i
Defense Information Systems Agency (DISA)	Assistant Secretary of Defense for Networks and Information Integration (ASD(NII))	Ref e
Defense Intelligence Agency (DIA)	Under Secretary of Defense for Intelligence (USD(I))	Ref f
National Geospatial-Intelligence Agency (NGA)		Ref h
National Security Agency/Central Security Service (NSA/CSS)		Ref d

3. Objectives. The success of the CSART process is measured by the degree to which its recommendations positively influence key capability, programmatic, and budgetary decisions. It is the intention of the CSART to identify readiness issues or systemic capability shortfalls before they rise to the level requiring a Joint Quarterly Readiness Review (JQRR) deficiency. The desired outcome of the assessment is to improve the responsiveness and readiness of CSA support to the operating forces.

4. Assessment Areas. The objectives of the CSART are accomplished by assessing and making recommendations to improve the following areas:

a. Responsiveness and Readiness. The CSA's responsiveness and readiness to execute its combat support mission, based upon specific task lists, associated metrics, and performance data.

b. Agency Supporting Plans. The adequacy of applicable agency supporting plans to combatant command functional, operations, and concept plans, which specifically task the agency to support a wartime mission, as well as internal agency implementing plans and operating procedures.

c. AMETL. The accurate reflection of the CSA's assigned combat support mission, proper articulation of the conditions and standards of those missions, and proper integration with the JMETLs of the combatant commands. The assessment will also review the metrics and measures used by the agency to support its readiness assessment to increase the assurance that these metrics accurately measure agency capability.

d. Future Warfighting Capabilities. How the agency is postured to provide future warfighting capabilities as articulated in the Joint Capabilities Integration and Development System (JCIDS), reference o. Specifically, the CSART will determine the participation of the agency in the development and analysis of appropriate joint concept(s); the adequacy of the joint concept or assessment's definition of required agency capabilities, interactions, and relationships; the alignment of the agency's strategic plan with the joint concept; and the agency's progress in meeting desired or required future joint warfighting capabilities.

5. Assessment Process. The CSART assessment is conducted in five phases.

a. Progress Review. Assess and provide feedback to the combatant commands, Services, PSA, and CSAs on the progress made in resolving the issues and implementing the recommendations approved by the Secretary of Defense in the prior CSART report. Organizations responsible for resolving issues and implementing recommendations shall provide an updated status of its progress to Joint Staff/J-8/Support Agency Review and Assessment Office (J-8/SARAO) upon initiation of the assessment. Unresolved issues, findings,

and capability shortfalls will be considered as new issues in the subsequent assessment. This phase begins upon the direction of Chief, J-8/SARAO, and ends upon completion and distribution of an executive summary outlining the progress made.

b. Assessment Planning and Research. Develop an executable plan, tailored to the CSA being assessed, and notify all responsible offices of the assessment and its scope. Specific tasks, such as an AMETL or intelligence task list, provide the framework of the assessment. The CSART conducts initial research into the agency and collects applicable information to support the development of the scope of the assessment. This phase begins with issuance of the "Notification Memorandum" to all participants and ends with the formal in-briefing to the CSA and PSA.

c. Data Collection and Analysis. Collect and analyze the necessary information to assess the overall responsiveness and readiness of the agency, assess the capability of the agency to execute each selected combat support task, identify and analyze the major issues affecting agency responsiveness and readiness and derive the key findings of the report. This phase begins following the in-briefings and ends when the CSART has developed its assessment of agency responsiveness and readiness and derived the assessment findings.

d. Report Preparation and Coordination. Develop actionable recommendations to address the findings and prepare the written report. The report is then coordinated with the appropriate DOD components. This phase begins with the development of recommendations and ends when the Chairman signs the report.

e. Report Out-Briefs and Dissemination. Inform decision makers of the assessment results through briefings and distribute the report to combatant commands, Services, the Joint Staff, the PSA, and the CSA. Organizations responsible for resolving issues and implementing recommendations shall provide a status of their progress, to include estimated completion dates, to J-8/SARAO 3 months after the Secretary of Defense approves the recommendation(s). This phase begins with the out-briefing to the CSA director and ends when the Secretary of Defense makes an implementation decision.

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APPENDIX A TO ENCLOSURE A

CSART AND JOINT REQUIREMENTS OVERSIGHT COUNCIL (JROC)  
PROCESSES

1. General. Significant joint warfighting capabilities and responsibilities reside within the CSAs and may require JROC oversight and action. The CSART may identify agency capability shortfalls during the course of the assessment. Given limited time and its agency focus, the CSART should not make recommendations to correct these specific shortfalls. It shall ensure that the appropriate decision maker is apprised of the shortfall and given a decision opportunity to correct the shortfall or assume risk. The CSART provides the JROC and the functional capabilities boards (FCBs) a capability to:

- a. Identify current agency capability shortfalls and longer-term agency readiness shortfalls.
- b. Ensure that agency capabilities with joint potential designator of joint interest or joint integration are addressed through the JCIDS process.
- c. Increase the validity of agency capability metrics.
- d. Incorporate agency capabilities, functions, and responsibilities into Joint Functional Concepts, joint concepts, capabilities-based assessments, and JCIDS products affecting agency capabilities, responsibilities, or functions.
- e. Access the expertise on CSA functions, responsibilities, and capabilities.

2. Capability or Longer-Term Readiness Shortfalls. The CSART may identify capability or longer-term readiness shortfalls through the assessment. The solutions to such shortfalls could require doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) or resource (programming or budget) solutions.

a. The CSART shall normally refer capability or longer-term readiness shortfalls to FCBs through the JCIDS Gatekeeper for action. In addition, the CSART shall normally recommend that the agency director address the shortfall through the JROC process and should make specific recommendations concerning agency actions (e.g., as a DOTMLPF change recommendation described in ref o).

b. The JCIDS Gatekeeper may accept the tasking and refer it for action by the appropriate FCB. The FCB shall then identify a lead action officer to J-8/SARAO and implement the recommendations. FCBs shall provide the status of the implementation of the recommendations within 3 months of CJCS

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tasking and upon the commencement of the progress review for the subsequent assessment to J-8/SARAO.

c. An FCB with equity in the CSA being assessed will appoint a liaison to the CSART to assist in the development of issues, findings, and recommendations concerning future warfighting capabilities, and to participate in appropriate briefings by the CSA.

d. FCBs shall consider CSA-specific capabilities, gaps, and shortfalls when conducting capability gap assessments.

ENCLOSURE B

CSART RESPONSIBILITIES

1. Purpose. The purpose of this section is to outline the responsibilities of the members of the team and the supporting organizations.
2. General. The CSART is an integrated product team comprised of J-8/SARAO, combatant command points of contact (POCs), CSA representatives, Joint Staff directorate representatives, OSD PSA representatives, and Service representatives.
3. Responsibilities
  - a. The Vice Director for Force Structure, Resources, and Assessment, Joint Staff/J-8, has overall responsibility for the conduct of each CSART assessment.
  - b. J-8/SARAO is responsible for the planning, preparation, scheduling, execution, and coordination of each assessment and for the management, administration, and coordination necessary to ensure that the process outlined in Enclosure A is thoroughly and efficiently executed.
  - c. Other Joint Staff directorates. See Appendix A.
  - d. OSD PSA. See Appendix B.
  - e. CSAs. See Appendix C.
  - f. Combatant commands. See Appendix D.
  - g. Services. See Appendix E.

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APPENDIX A TO ENCLOSURE B

JOINT STAFF RESPONSIBILITIES

1. Purpose. This appendix outlines Joint Staff directorate responsibilities in the CSART process. J-8 responsibilities are outlined in Enclosure B.

2. General

a. Joint Staff directorates and OCJCS/Legal Counsel (LC) provide subject matter expertise and the Joint Staff perspective in their respective functional areas on issues raised during the assessment.

b. Joint Staff directorates specified in the table below shall provide an action officer to participate as a member of the CSART, directorate POCs should immediately contact J-8/SARAO to exchange contact information.

<b>Directorate</b>	<b>Agency</b>	<b>Expertise Required</b>	<b>Travel</b>
J-1	All	Manpower and Personnel Issues	No
J-2	DIA	All Source Intelligence, HUMINT, and MASINT	Yes
	NGA	Geospatial Intelligence	Yes
	NSA	Signals Intelligence	Yes
J-3	DTRA	Nuclear Operations and Consequence Management	Yes
	All	Readiness	No
J-4	DCMA	Logistics and Contracting/Contractors Support to Military Operations	Yes
	DLA	Logistics and Sustainment/Distribution Planning	Yes
J-5	DTRA	Counterproliferation and WMD	Yes
J-6	DISA	Strategic and Inter-theater C4	Yes
	NSA	Information Assurance	Yes
J-7	All	Planning and Training	No

c. Directorate action officers assigned to the CSART shall participate in all phases of the assessment. Designated action officers shall travel to the combatant commands and components for data gathering. Funding and budgeting for this travel shall be the responsibility of the Joint Staff directorate(s) providing the subject matter expert(s). The responsibilities of directorates are outlined below.

### 3. Responsibilities

a. Progress Review. If a Joint Staff directorate was directed by the Chairman to implement any recommendation from the previous assessment, the directorate POC will provide a status of the implementation of the recommendation upon the request of J-8/SARAO.

#### b. Assessment Planning and Research

(1) Provide functional expertise and identify any directorate issues, interests, or focus areas concerning agency responsiveness and readiness to execute its warfighting mission.

(2) J-3 readiness POC shall provide CSA readiness reports since the last assessment, all JQRR deficiencies and those readiness issues related to the agency functional area, provide all deficiencies referred to the JROC for resolution, and assist in defining the issues and findings and deriving potential recommendations.

(3) J-7 planning and training POC shall provide assistance and advice in assessing the construct of each CSA's AMETL. Provide access to CJCS and combatant commander plans to derive agency mission requirements.

#### c. Data Collection and Analysis

(1) Review the issues and capability shortfalls provided by the combatant commands and the Services, and provide the Joint Staff perspective. The intent of this action is to ensure the CSART fully understands the scope of the issue, the Joint Staff policies and equities affecting the issue and the realm of feasible solutions to the issue.

(2) Appoint, if the sponsor of an FCB with equity in the capabilities of the CSA being assessed, a POC to assist in the development of issues, findings, and recommendations concerning future warfighting capabilities and to participate in appropriate briefings by the CSA.

#### d. Report Preparation and Coordination

(1) Assist in developing the assessment of agency responsiveness and readiness, deriving findings, and developing feasible and actionable recommendations to correct the issue.

(2) Review the CSART assessment report and provide division chief coordination on the report. In the event the directorate nonconcur or concurs with a critical comment, the CSART will utilize the CSART POC to serve as the entry point for adjudication.

e. Out-Briefing and Dissemination

(1) Identify a lead office to the J-8/SARAO for implementing any recommendations assigned by the Chairman. Directorates shall provide the status of the resolution of the issues and implementation of the recommendations within 3 months of the Chairman's tasking and upon the commencement of the progress review for the subsequent assessment.

(2) Consider CSART findings to determine if a JQRR deficiency should be opened.

(3) Utilize the CSART findings and recommendations to address readiness shortfalls, refine the issues related to current JQRR deficiencies, and assist the J-8 in synchronizing the CSART with the CRS.

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APPENDIX B TO ENCLOSURE B

OSD RESPONSIBILITIES

1. Purpose. This appendix outlines OSD responsibilities in the CSART process.

2. General. While many OSD offices may be involved in the CSART process, the PSA should assist the CSART in identifying OSD issues and the effects of those issues upon agency responsiveness and readiness. The PSA should identify feasible recommendations to resolve issues or address findings and represent OSD interests. The responsibilities of the OSD PSA are outlined below.

a. Progress Review. If the OSD staff is directed by the Secretary of Defense to implement any recommendations from the prior assessment, the OSD POC will provide a status of the implementation of the recommendation upon the request of J-8/SARAO during the progress review.

b. Assessment Planning and Research

(1) Designate a POC for each assessment to coordinate with the CSART, represent OSD for the duration of the assessment, and attend all CSART coordination meetings. PSA POCs should immediately contact SARAO to exchange contact information.

(2) Schedule a briefing by the CSART for the principal responsible for direct oversight of the agency mission. The purpose of this briefing is to inform the principal of the purpose and scope of the CSART and identify any OSD issues or direction concerning the responsiveness and readiness of the agency to execute its warfighting mission.

c. Data Collection and Analysis

(1) Review the issues and capability shortfalls provided by the combatant commands and the Services and provide the OSD perspective on the issue.

(2) Submit issues or capability shortfalls within the scope of the assessment for consideration by the CSART.

d. Report Preparation and Coordination. Request the PSA review the CSART assessment, obtain any additional OSD reviews and coordination, and provide a principal-level coordination of the report. In the event OSD nonconcur or concurs with a critical comment, the PSA POC will serve as the CSART point of entry for adjudication. Nonconcurrences require approval of

the coordinating organization general/flag officer (G/FO) and should be accompanied by specific objections and supporting rationales. The purpose of this review is to identify and correct any potential issues in the report prior to the Chairman signing the action memorandum.

e. Out-Briefing and Dissemination

(1) Schedule a briefing by the CSART to the principal following the CSART out-briefing to the CSA director.

(2) Request the PSA identify a lead office to J-8/SARAO for implementing applicable Secretary of Defense-approved recommendations.

(3) Request the PSA provide information on the status of implementation actions within 3 months of Secretary of Defense tasking and during the progress review for the subsequent assessment.

APPENDIX C TO ENCLOSURE B

COMBAT SUPPORT AGENCY RESPONSIBILITIES

1. Purpose. This appendix outlines CSA responsibilities in the CSART process.

2. General. CSAs are not only the subject of the CSART assessment, but are also primary participants in the process. Agencies are involved in all phases of the assessment. The formats for all input required for the CSART assessment will be disseminated electronically. The responsibilities of the CSA are outlined below.

a. Progress Review. The CSA shall provide a status of the implementation of the Secretary of Defense-directed recommendations from the prior assessment upon the request of J-8/SARAO.

b. Assessment Planning and Research

(1) Designate an agency POC to coordinate with the CSART team and to facilitate the assessment. Agency POCs should immediately contact J-8/SARAO to exchange contact information.

(2) Provide the CSART with its AMETL and/or other relevant combat support tasks and identify command linked tasks from the combatant commands; all readiness reports and supporting information since the last assessment; Agency Strategic Plan; applicable supporting plans; and planning, programming and budget information.

(3) Identify any agency capability shortfalls or areas of interest or concern.

(4) Schedule a briefing by the CSART for the agency director. The purpose of this briefing is to inform the director of the purpose and scope of the CSART and identify any agency issues or focus areas.

c. Data Collection and Analysis

(1) Provide information briefings to the CSART on the state of the agency and its planning, warfighting programs, JCIDS actions for which the agency is the sponsor, support to military operations, resources, readiness, readiness reporting procedures, and other information pertinent to its combat support mission as requested by J-8/SARAO.

(2) Review all input and provide the agency perspective on the issues and capability shortfalls with supporting information. Make agency subject matter experts available to discuss the inputs and issues.

(3) Provide a single POC to travel with the CSART to all combatant commands, Joint Force HQs, Service HQs, and Service component HQs, as required.

(4) Participate in the development of issues and findings.

d. Report Preparation and Coordination

(1) Assist J-8/SARAO in developing feasible and actionable recommendations to correct the issues.

(2) Review the CSART assessment and provide G/FO or SES approval. In the event an agency nonconcur or concurs with a critical comment, the agency POC will serve as the CSART point of entry for adjudication. Given the independent authority of the Chairman, the Joint Staff will consider agency comments concerning errors of fact, but is not obligated to change the findings of the report or assessment of agency readiness based upon an agency nonconcurrency in these aspects of the report. In these circumstances, the CSART will append the report with the agency nonconcurrency and will identify this fact to the Chairman and the Secretary of Defense.

e. Out-Briefing and Dissemination

(1) Receive a CSART assessment out-brief.

(2) Identify a lead office to J-8/SARAO for implementing applicable Secretary of Defense-approved recommendations.

(3) Provide information on the status of implementation actions within 3 months of Secretary of Defense tasking and during the progress review for the subsequent assessment.

APPENDIX D TO ENCLOSURE B

COMBATANT COMMAND RESPONSIBILITIES

1. Purpose. This appendix outlines combatant command responsibilities in the CSART process.

2. General. Combatant commands provide significant input in all phases of the CSART assessment. The formats for all input required for the CSART assessment will be disseminated electronically. The responsibilities of each combatant command are outlined below.

a. Progress Review. If the combatant commands have been directed by the Secretary of Defense to implement any recommendation from the prior assessment, they will provide a status on the implementation of those recommendations upon the request of J-8/SARAO.

b. Assessment Planning

(1) Combatant commands shall designate a command POC for each assessment to coordinate with the CSART and to facilitate data collection. Command POCs should immediately contact the J-8/SARAO to exchange contact information.

(2) A combatant command that is the sponsor of an FCB with equity in the capabilities of the CSA being assessed will appoint a liaison to the CSART to participate in development of issues, findings, and recommendations concerning future warfighting capabilities.

c. Data Collection and Analysis

(1) Review the AMETs and/or other relevant combat support tasks and provide an evaluation of agency responsiveness, readiness, effectiveness, and capabilities in executing these tasks in support of the combatant command, particularly those tasks that are command-linked to the combatant command's JMETL.

(2) Identify any capability shortfalls or issues related to the responsiveness and readiness of the agency to support the command or any of its subordinate Joint HQs, Joint Force component commanders to include the Theater Special Operations Command, and Service component commanders. Describe the effects on command readiness or capability and proposed solutions. Command POCs consolidate this input from all components, ensure it is in the format specified by J-8/SARAO, obtain division chief (O-6 planner) approval, and submit the command's input in accordance with the suspense in the notification memorandum.

(3) Coordinate CSART interviews with key staff members of the combatant command. Topics for these interviews will be issues developed from combatant command, Service, Joint Staff, and OSD input. The CSART will provide the command a list of the issues and capability shortfalls being addressed prior to the visit. In support of these interviews, conducted on-site, the command POC shall:

(a) Schedule a CSART office call with the deputy combatant commander or chief of staff and the appropriate J-director to provide information and solicit senior leader input.

(b) Develop a schedule to allow the CSART to interview command subject matter experts on the issues and capability shortfalls identified by the commands.

(c) Remain the primary coordinator for information throughout the remainder of the data collection phase as the CSART process refines existing issues and identifies new issues.

d. Report Preparation and Coordination. Review the CSART assessment and provide division chief (O-6 planner) coordination on the report. In the event the command nonconcur or concurs with a critical comment, the command POC will serve as the CSART point of entry for adjudication. Nonconcurrences require approval of the coordinating organization G/FO and should be accompanied by specific objections and supporting rationales.

e. Out-Briefing and Dissemination

(1) Forward the results of the assessment to the command readiness officer for use in supporting the command assessment of CSA support required by the CRS.

(2) Identify a lead office to J-8/SARAO for implementing applicable Secretary of Defense-approved recommendations.

(3) Provide information on the status of implementation actions within 3 months of Secretary of Defense tasking and during the progress review for the subsequent assessment.

APPENDIX E TO ENCLOSURE B

SERVICE RESPONSIBILITIES

1. Purpose. This appendix outlines Service responsibilities in the CSART process.
2. General. Services provide significant input in all phases of the CSART assessment. The formats for all input required for the CSART assessment will be disseminated electronically. The responsibilities of each Service are outlined below.
  - a. Progress Review. If the Services are directed by the Secretary of Defense to implement any recommendation from the prior assessment, the Services will provide a status of the implementation of the recommendation upon request of the J-8/SARAO during the progress review.
  - b. Assessment Planning and Research. The Services shall designate POCs to coordinate with the CSART team and to facilitate data collection. Service POCs should immediately contact J-8/SARAO to exchange contact information.
  - c. Data Collection and Analysis
    - (1) Review the AMETs and/or other relevant combat support tasks and provide an evaluation of agency responsiveness, readiness, effectiveness, and capabilities in executing these tasks in support of Service combatant command components.
    - (2) Identify any capability shortfalls or issues related to the responsiveness and readiness of the agency to support the Service warfighting mission and the mission of the Service combatant command component, the effects upon Service or Service component readiness or capability and proposed solutions. Service POCs must gather this input from all components, ensure it is in the format specified by SARAO, and submit the Service input in accordance with the suspense in the notification memorandum.
    - (3) Coordinate CSART interviews with key Service staff members. Topics for these interviews will be issues developed from combatant command, Service, Joint Staff, and OSD input. The CSART will provide the Services a list of the issues and capability shortfalls being addressed prior to the visit. In support of these interviews, conducted on-site, the Service POC shall:
      - (a) Schedule a CSART in-brief with the Service staff director to provide information and solicit senior leader input.

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(b) Develop, in coordination with the CSART, a schedule to allow the team to interview Service subject matter experts on the issues and capability shortfalls identified by the Services and commands.

(c) Remain the primary coordinator for information throughout the remainder of the data collection phase as the CSART process refines existing issues and identifies new issues.

d. Report Preparation and Coordination. Review the CSART assessment and provide planner coordination on the report. In the event the Service nonconcur or concurs with a critical comment, the Service POC will serve as the CSART point of entry for adjudication. Nonconcurrences require approval of the coordinating organization G/FO and should be accompanied by specific objections and supporting rationales.

e. Out-Briefing and Dissemination

(1) Identify a lead office to J-8/SARAO for implementing applicable Secretary of Defense-approved recommendations.

(2) Provide information on the status of implementation actions within 3 months of Secretary of Defense tasking and during the progress review for the subsequent assessment.

ENCLOSURE C

REFERENCES

- a. Title 10 United States Code (USC) section 193
- b. Title 10 USC section 153
- c. DOD Directive (DODD) 5100.1, 1 August 2002, "Functions of the Department of Defense and its Major Components"
- d. DODD 5100.20, 23 December 1971, "The National Security Agency and the Central Security Service"
- e. DODD 5105.19, 25 July 2006, "Defense Information Systems Agency (DISA)"
- f. DODD 5105.21, 18 February 1997, "Defense Intelligence Agency (DIA)"
- g. DODD 5105.22, 17 May 2006, "Defense Logistics Agency"
- h. DODD 5105.60, 11 October 1996, "National Imagery and Mapping Agency (NIMA)"
- i. DODD 5105.62, 28 November 2005, "Defense Threat Reduction Agency (DTRA)"
- j. DODD 5105.64, 27 September 2000, Defense Contract Management Agency (DCMA)"
- k. DODD 7730.65, 3 June 2002, "Department of Defense Readiness Reporting System (DRRS)"
- l. CJCS Instruction (CJCSI) 3100.01 series, "Joint Strategic Planning System"
- m. CJCSI 3110.01 series, "Joint Strategic Capabilities Plan FY 2005 (JSCP 05) (U)"
- n. CJCSI 3137.01 series, "The Functional Capabilities Board Process"
- o. CJCSI 3170.01 Series, "Joint Capabilities Integration and Development System"
- p. CJCSI 3180.01 series, "Joint Requirements Oversight Council (JROC) Programmatic Processes for Joint Experimentation and Joint Resource Change Recommendations"
- q. CJCSI 3401.01 series, "Chairman's Readiness System"

- r. CJCSI 3500.01 series, “Joint Training Policy and Guidance for the Armed Forces of the United States”
- s. CJCSI 5711.01 series, “Policy on Action Processing”
- t. CJCSI 8501.01 series, “Chairman of the Joint Chiefs of Staff, Combatant Commanders, and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution System”
- u. CJCS Manual (CJCSM) 3500.03 series, “Joint Training Manual for the Armed Forces of the United States”
- v. CJCSM 3500.04 series, “Universal Joint Task List (UJTL)”

## GLOSSARY

### PART I--ABBREVIATIONS AND ACRONYMS

AMET(s)	agency mission-essential task(s)
AMETL(s)	agency mission-essential task list(s)
ATSD(NCB)	Assistant to the Secretary of Defense (Nuclear, Chemical, and Biological Defense Programs)
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CRS	Chairman's Readiness System
CSA	combat support agency
CSART	combat support agency review team
DCMA	Defense Contract Management Agency
DIA	Defense Intelligence Agency
DLA	Defense Logistics Agency
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, material, leadership and education, personnel, facilities
DRRS	Defense Readiness Reporting System
DTRA	Defense Threat Reduction Agency
FCB	functional capabilities board
HQ	headquarters
G/FO	general/flag officer
JCIDS	Joint Capabilities Integration and Development System
JMETL(s)	joint mission-essential task list(s)
JQRR	Joint Quarterly Readiness Review
JROC	Joint Requirements Oversight Council
LC	OCJCS/Legal Counsel
NGA	National Geospatial-Intelligence Agency
NMS	national military strategy
NSA	National Security Agency
NSA/CSS	National Security Agency/Central Security Service
OASD(NII)	Office of the Assistant Secretary of Defense (Networks and Information Integration)

ODUSD(L&MR)	Office of the Deputy Under Secretary of Defense for Logistics and Material Readiness
OSD	Office of the Secretary of Defense
OUSD(AT&L)	Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics
OUSD(I)	Office of the Under Secretary of Defense for Intelligence
POC	point of contact
PSA	principal staff assistant
SARAO	Support Agency Review and Assessment Office
USC	United States Code

## PART II--DEFINITIONS

Combat Support Agency (CSA). CSAs are Defense agencies or activities designated by Congress or the Secretary of Defense. They provide combat support or combat service support functions to joint operating forces across the range of military operations, and in support of combatant commanders executing military operations. CSAs perform support functions or provide supporting operational capabilities, consistent with their establishing directives and pertinent DOD planning guidance. See reference m.

combat support mission. Combat Support Agency (CSA) capabilities and support necessary to execute the operational military missions of the combatant commands. The combat support mission is derived from the specified missions and tasks designated in a CJCS or combatant command operations plan, concept plan, functional plan, operations order, execution order, or in operational directives issued by the Chairman of the Joint Chiefs of Staff. These missions are characterized by direct support to a supported or supporting joint or combined operational commander engaged in military operations across the range of military operations. The CSA's combat support mission is usually a subset of the overall agency mission, which often includes broader, general support to the Department of Defense and its components, general support to the readiness of the DOD components, or support to interagency elements.

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