



A Common PERSPECTIVE

US Joint Forces Command Joint Warfighting Center
Doctrine Group's Newsletter

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Joint Doctrine Assessment
Includes Analysis of Relevant
Operations, Training, and Literature

FROM THE EDITORS

We believe it is time to mine some joint doctrine gems from recent operations and concept development/experimentation. Therefore, this issue of *A Common Perspective (ACP)* focuses the readers' attention on potential changes and additions to joint doctrine from those sources. In our first article (page 6), LTC Tom Graves, former member of the USJFCOM JWFC Doctrine Group, and current member of the Joint Lessons Learned Team, addresses the collection and documentation of observations and lessons from Operation IRAQI FREEDOM. Our second feature article (page 8) is from Mr. Rick Rowlett, USJFCOM JWFC Doctrine Support Team, who discusses the maturity of new concepts like the Standing Joint Force Headquarters and Joint Interagency Coordination Group. Our intent is to prompt thought and discussion that should bear fruit in joint publication assessments and revisions.

We also have included some articles pertinent to recent joint doctrine development. BG Michael Vane, USA, and Lt Col Paul Moscarelli, USAF, have provided a thought-provoking piece (page 12) on the importance of developing joint tactics, techniques, and procedures (TTP) for our joint forces. Their article includes a discussion of actions required to maximize TTP effectiveness. Mr. Michael Bulawka (page 32) discusses the terminology chaos resulting from concept development efforts. Finally, Mr. Tom Barrows, highlights some current terminology issues on page 33.

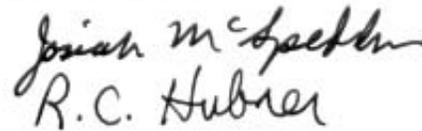
This issue also features a number of updates to joint doctrine development, maintenance, and access efforts. We have included updates to the development of JP 3-40, *Joint Doctrine for Counterproliferation Operations*, now *Joint Doctrine for Combating Weapons of Mass Destruction (WMD)* on page 11, the revision of the JP 3-50 series on personnel recovery (page 32, and

development of the Joint Doctrine Electronic Information System or JDEIS (page 27). Further, we have provided information (page 5) regarding the September online release of the *Common Joint Task Force Headquarters SOP*, which can be accessed on the NIPRNET and SIPRNET.

The theme for our next issue will focus on military operations other than war with a special emphasis on "post-conflict operations." Hopefully, several members of the joint community will accept the challenge and enlighten us regarding needed changes to joint doctrine that are based on recent, hard-earned experiences. As always, articles on all pertinent joint doctrine issues and other related comments and suggestions are welcomed. Our newsletter continues to serve as the one-stop source of news and information for all the joint and Service doctrine communities—a resource we continuously improve to meet your needs. Your feedback on any aspect of *ACP* is important and will help ensure we provide thoughtful, timely discussion on current doctrinal issues.



MAJ Michelle Burkhardt, USA
Executive Editor



Josiah McSpedden & Bob Hubner
Managing Editors

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MESSAGE FROM THE COMMANDER, USJFCOM JWFC

By MajGen Gordon C. Nash, USMC

While Operations ENDURING FREEDOM (OEF) and IRAQI FREEDOM (OIF) are continuing, it's time to capture the applicable lessons learned in joint doctrine. The Joint Lessons Learned Team has reported their findings and briefed the chain of command to include the President of the United States. The next major step is to translate these lessons into coherent joint doctrine in a timely fashion. We believe these lessons will provide the basis for new joint guidance which will impact several joint publications to include JPs 3-0, *Doctrine for Joint Operations*, 5-00.2, *Joint Task Force Planning Guidance and Procedures*, 3-08, *Interagency Coordination During Joint Operations*, and 3-10, *Joint Doctrine for Rear Area Operations*.

Anticipating the impact of lessons learned, the Joint Staff J-7 has authorized USJFCOM to conduct a formal assessment of JP 3-0. Our request for feedback message has been released and contains a number of penetrating questions that relate to recent lessons learned and applied concepts and their potential impact on joint operations doctrine. Further, JPs 3-0 and 3-07, *Joint Doctrine for Military Operations Other Than War*, will be consolidated. Crucial to the consolidation of these publications will be understanding and capturing the pertinent information from JP 3-07, and adding it to JP 3-0. We ask the joint doctrine development community and joint warfighters to diligently respond to this very important tasker as the data gathered will have a direct impact on future joint operations.

Also, recent policy changes and developments will impact the substance in JPs 3-40, *Joint Doctrine for*



Combating Weapons of Mass Destruction (formally *Joint Doctrine for Counterproliferation Operations*), and 3-13, *Joint Doctrine for Information Operations*. The approval of JP 3-40 has been delayed in order to rewrite the final coordination version to comply with new national policies. See page 11 for details. Further, although DOD's *Information Operations Roadmap* is not approved, the Joint Staff J-3 feels comfortable enough with the new information operations construct to re-initiate the revision of JP 3-13. See page seven for details.

Recent articles, after action reports, and observations from recent exercises and current operations have underscored the validity of joint doctrine and the importance of reading and applying it. This issue of *A Common Perspective* highlights some of the key lessons learned and new concepts that likely will impact our joint doctrine in the near future. Consequently, all are encouraged to participate in joint doctrine development. Through participation at all levels of our Services, combatant commands, and government agencies, we will develop joint doctrine and joint tactics, techniques, and procedures that will ensure our joint forces are fundamentally prepared to fight and win.



USJFCOM JWFC DOCTRINE GROUP UPDATES

**By COL Gerry Poltorak, USA, USJFCOM
JWFC, Chief, Doctrine Group**

Our military is changing from an industrial age to an information age joint force. Doctrine is our foundational baseline and will provide the basis for change. It is serving us well in our current fight and will serve us in our transformation. While we don't know what the transformational end state is we have our eyes on it and will work to keep doctrine current as the joint force changes. We are thankful for what the warfighters are doing for us in the global war on terrorism and we are focused on providing whatever we can to assist them in this effort. Doctrine is an "engine" for change and we are prepared to lead that change, however, we will not lose our focus on the current joint force as well.

DEVELOPMENT BRANCH

There were no major personnel or other changes in USJFCOM JWFC Development Branch since the last edition of *A Common Perspective*. The branch continues to provide joint doctrine support to assist the Chairman of the Joint Chiefs of Staff, combatant commanders, and Services in their preparation for joint and multinational operations through the conceptualization, analysis, development, dissemination, assessment, and revision of current joint, and where appropriate, multinational doctrine and tactics, techniques, and procedures. The success of the Development Branch is credited to the combination of the subject matter expertise of our military staff with the experience of our government service personnel and contractors in the Doctrine Support Team. Lead agents, primary and technical review authorities, and Joint Staff doctrine sponsors can count on assistance and direction during the entire development process from the Development Branch.

One of the key tasks that Development Branch has been working is implementation of the "Joint Publication Consolidation Plan," as approved by the Joint Staff J-7. This effort has been going smoothly for several publications, which primarily can be attributed to the Service and combatant command professionals involved in the consolidation efforts.

Another key task completed by Development Branch was publication of the *Common Joint Task Force Headquarters Standing Operating Procedure*. Our readers may recall that Version 1.0 was distributed on a CD-ROM. Now, we are pleased to announce Version 1.5 was posted on the USJFCOM Web site on 3 September 2003 (see insert on the next page for more details). Our

intent is for this document to continually evolve to meet the needs of the commanders and their staffs, and to provide them with a resource tool to assist them in accomplishing their mission. Corrections or suggestions for improvement of this common SOP are welcomed. Please submit them to MAJ Michelle Burkhart via e-mail: michelle.burkhart@jfc.com or by snail-mail to Commander, US Joint Forces Command, JWFC Code 114, 116 Lake View Parkway, Suffolk, Virginia, 23435-2697.

The Development Branch is continuing to work closely with other USJFCOM staff agencies, the Joint Lessons Learned Team, and our counterparts in the Services to ensure that joint doctrine continues to provide the backbone for success of their Service members. Although joint doctrine is the Chairman's responsibility, the process of developing and revising joint doctrine ensures all play equally in developing the best possible guidance. Senior leadership involvement in joint doctrine is essential since joint doctrine is authoritative. Further, in an effort to make joint doctrine meaningful and to test its utility, the guidance contained in joint publications should be practiced universally—i.e., joint doctrine is essential for effective employment of our armed forces

While it is imperative that joint doctrine reflect validated and proven principles for the employment of joint forces, joint doctrine cannot be viewed as an impediment to change. By embracing new ideas and capturing "quick wins" from Operation IRAQI FREEDOM, the Development Branch can help ensure that the warfighters have the best joint guidance available to accomplish their missions.

If you need any assistance with the development of joint doctrine or just have a question on how the process works, please don't hesitate to contact the Branch Chief, MAJ Michelle Burkhart, USA, at DSN 668-6066 or e-mail: michelle.burkhart@jfc.com or any of the USJFCOM JWFC Doctrine Group POCs on page 18.

ASSESSMENT BRANCH

The assessment branch recently bid farewell to its branch chief, LCDR Debbie Courtney. LCDR Courtney separated from active duty and took up employment in the private sector; however, her plans are to continue to serve doctrine in the US Navy Reserve. LTC Robert "Rob" Lott arrived in July and is the new branch chief.

JWFC has implemented a new assessment schedule consistent with the Joint Publication Consolidation Plan. The schedule now includes assessment tasks for planned consolidations, along with the normally scheduled preliminary and formal publication assessments. The assessment schedule lists approximately two assessment requests for feedback (RFFs) per month, although some assessments will cover multiple publications per the Joint Publication Consolidation Plan.

In conjunction with ongoing formal assessments of joint publications due for a normal five-year revision and those selected and approved for an early revision, USJFCOM JWFC Doctrine Group currently is programmed to author eight revision first drafts. Half of the revision first drafts include joint publications selected and approved for consolidation.

The JWFC appreciates your continued participation and feedback in the assessment and revision process. Questions should be sent to LTC Rob Lott, robert.lott@jfc.com.mil, DSN 668-7142; or Mr. Bob Brodel, robert.brodel@jfc.com.mil, DSN 668-6186.

DOCTRINE SUPPORT TEAM

The USJFCOM JWFC Doctrine Group is supported by the Doctrine Support Team (DST)—a Catapult Technology Ltd.-Cornerstone Industry Incorporated contractor team. DST has 18 members, most of whom are former field grade officers from the four Services. DST members have a broad range of military experience, to include the fields of intelligence; ground, air, and special operations; logistics; and planning. The DST's primary tasks, among 25 separate tasks, include conducting joint publication assessments, developing joint publication revision first drafts (RFDs), providing joint doctrine expertise to After Action Review (AAR) Teams at joint exercises, reviewing and developing Allied joint publications, reviewing emerging joint concepts for applicability/incorporation in joint doctrine, and developing handbooks and pamphlets.

Since January 2003, 14 joint publication (preliminary and final) assessments were completed and eight Allied joint publications were reviewed by DST members. Since the last JDWP in November 2002, DST provided on-site joint doctrine subject matter expertise to USJFCOM JWFC AAR teams for 10 joint exercises at various worldwide locations. Further, since the last JDWP, DST has developed the RFDs for JPs 3-07.1, *JTTP for Foreign Internal Defense (FID)*; 3-08, *Interagency Coordination During Joint Operations*; 3-54, *Joint Doctrine for Operations Security*; and 4-01.2, *JTTP for Sealift Support to Joint Operations*.

DST is scheduled to conduct 13 joint publication assessments over the next six months per the list provided on page 17. DST also is working on or developing the RFDs for the consolidations of JP 3-01, *Joint Doctrine for Countering Air and Missile Defense*; 3-10, *Joint Doctrine for Rear Area Operations*; and 4-02, *Doctrine for Health Service Support in Joint Operations*, series publications. Further, DST will conduct the RFD development of JPs 1-0, *Doctrine to Personnel Support to Joint Operations*; 3-07.2, *JTTP for Antiterrorism*; and 3-09, *Doctrine for Joint Fire Support*. Finally, DST soon will complete a draft *Joint Planners Handbook for Deployment Operations* for review by the lead agents—USJFCOM J9 and USTRANSCOM.



USJFCOM JWFC DEVELOPS COMMON JOINT TASK FORCE SOP

By MAJ Michelle Burkhart, USA, Chief, Development Branch, USJFCOM JWFC

"The JTF SOP is a common starting point—a source for tactics, techniques and procedures."

MajGen Gordon C. Nash
Commander USJFCOM JWFC

USJFCOM took a step closer to cross-command interoperability in early September 2003 when it released the online *Common Joint Task Force Standing Operating Procedure Version 1.5*. For the first time, a more than 1,000-page SOP is available online through the NIPRNET at <https://www-secure.jwfc.jfc.com.mil/protected/cjtf/sop/> (password protected) and the SIPRNET at <http://www.jwfc.jfc.com.smil.mil/cjtf/sop>.

The SOP, consisting of "JTF best practices," was first distributed via CD-ROM in late March 2003. Its purpose was to standardize JTF functional areas across combatant commands. Standardization was needed so military members who moved from command to command were not learning new guidelines each time. The highly-lauded SOP provides uniform guidelines on how to operationally develop a JTF. All aspects regarding a JTF stand-up are included, from how to requisition specific personnel to outlining interagency coordination.

The goal of the Web-based version is to increase the efficiency and the viability of the JTF SOP. **Uploading the document to the Web makes it easier to access and to modify—two key components of a successful SOP.** Validated lessons learned from training exercises and operations will be incorporated much faster online than through CD-ROM revisions. Additionally, bypassing the continuous CD-ROM development process will save money. Although the Web-based version is not completely new in content, it does incorporate recent feedback provided by several combatant commands. It is anticipated that it will need to be updated every three to six months.

The Army Command and General Staff College and College of Naval Command and Staff are using the SOP for training purposes, while future JTF commanders are learning from the SOP in the USJFCOM JWFC "Capstone" course. Further, the commander of the Army's 302 MI Battalion recently used the SOP for the formation of JTF-7 in Baghdad, Iraq. USJFCOM's efforts also have been noticed amongst US allies. The United Kingdom's Joint Doctrine and Concept Centre is using the SOP and is planning on incorporating it into its doctrine and SOPs.

OPERATION IRAQI FREEDOM

(Collecting Lessons Learned)

By LTC Tom Graves, USA, USJFCOM JWFC

HISTORY OF THE JOINT LESSONS LEARNED TEAM (JLLT)

In February 2003, the Chairman of the Joint Chiefs of Staff directed the Commander of US Joint Forces Command to establish a team to "begin an effort to capture joint operational and interoperable observations, issues, and lessons learned from combatant commands and Services." This effort was to be different from other joint lessons learned efforts in that the insights were to be gathered actively, with teams of observers on location, searching out those issues that could provide immediate improvement for the combatant commander. USJFCOM requested and received approval to bring the Institute for Defense Analyses Joint Advanced Warfighting Program (IDA JAWP) into the team. This included naming the senior military officer assigned to the IDA JAWP, Brigadier General Bob Cone, as the head of the team. With the focus of this effort on upcoming operations in the USCENTCOM area of responsibility (AOR), USJFCOM and USCENTCOM developed a "Terms of Reference" that made possible the task of collecting observations and insights on Operation IRAQI FREEDOM.

Within thirteen days of the Chairman's initial memorandum, the first team members were on the ground at the USCENTCOM Contingency Forward Headquarters in Camp As Saliyah, Qatar. The organization was designed to have full connectivity and links from the USCENTCOM HQs to all component commands (CFLCC HQs in Kuwait, CFACC HQs in Saudi Arabia, etc.). By the time that major combat operations began, the team was fully embedded into each of the component commands with assistance from a "fly-away" team of analysts that conducted research visits to other combatant commands (such as USTRANSCOM, USSTRATCOM, etc.). Using InfoWorkSpace (IWS—a software suite) as the primary tool for collaboration, the team was able to conduct daily updates, identify issues, and receive assistance from a dedicated team of analysts located at the USJFCOM JWFC in Suffolk, VA. These daily collaboration sessions helped to formulate the total operational picture and glean the key insights and observations that would eventually form the team's "Quick Look" brief.

At the end of major combat operations, the team hosted a conference with all Service lessons learned teams (Center for Army Lessons Learned, US Air Force Task Force Enduring Look, etc.) conducting analysis at the tactical level in theater. The convergence of issues was remarkable and the conference served to inform all organizations on the overall lessons learned efforts in

progress. After the conference, the JLLT redeployed to Suffolk, VA, and finalized the "Major Combat Operations Quick Look Brief." This brief would eventually reach the highest levels of government, culminating in a session with the President of the United States in early August 2003.

Simultaneous to the briefings, the team drafted a "Quick Look Report" and is developing a written report on Major Combat Operations. Additionally the team is collecting observations and conducting analysis on Post Major Combat Operations in Iraq. This ongoing effort has resulted in another briefing that is immediately impacting operations in Iraq.

FROM LESSONS TO LESSONS LEARNED

The JLLT made several recommendations for change in the "Quick Look Brief" and report. These recommendations informed near-term, mid-term, and long-range transformation efforts throughout the joint force. The key to converting from lessons to lessons learned is the ability to communicate the observations and insights in an easily digestible pattern that is readily understood and capable of being acted upon. The "Quick Look Brief" accomplished this, and in certain cases, has had a direct impact on current operations outside of the USCENTCOM AOR (one combatant command made some significant changes to current plans as a result of the "Quick Look Brief").

The JLLT formation and collection of observations and lessons learned during ongoing operations reflect a fresh approach to collecting joint lessons learned. Using active, in-theater, real-time collection rather than post-mortem analysis, allowed collecting and analyzing observations as actions were unfolding, providing immediate feedback for improvement, and developing a clear context for what happened. This is simply an extension of the military's efforts in the last 30 years to formally examine itself (i.e., the After Action Review Process, Observer/Trainers, etc.) and find solutions to issues and problems. The challenge is to take what we have observed from Operation IRAQI FREEDOM and translate those insights to actionable items. This process will require time and commitment from each of the Services and Joint Staff in order to truly affect a transformed military.

NOTE: Specific JLLT products generally are "close hold." However, some initial JLLT products have been posted on the SIPRNET. Navigate to <http://www.jwfc.jfcom.smil.mil/jell>, enter the Joint Center for Lessons Learned Home Page, and follow the link "OEF/OIF Reports" to view them. Further, the United Kingdom has released some initial OIF lessons learned in http://www.mod.uk/linked_files/publications/iraq2003operations.pdf.



HEALTH SERVICE SUPPORT DOCTRINE CONSOLIDATION UPDATE

One of the first series of joint publications that will be consolidated is the health service support series of publications; JPs 4-02 *Doctrine for Health Service Support*, 4-02.1, *JTTP for Health Service Logistic Support*, and 4-02.2, *JTTP for Patient Movement*. This will be a demanding consolidation project since we will be combining JTTP with joint doctrine.

On 20 May 2003, USJFCOM JWFC Doctrine Group hosted a Joint Working Group (JWG) for the consolidation of JPs 4-02, 4-02.1 and 4-02.2. The JWG's purpose was to determine the new scope of JP 4-02, *Doctrine for Health Services Support in Joint Operations*, develop a program directive (or outline), and to assign specific portions of the publication to subject matter experts (SMEs). It was determined that new JP 4-02 will provide fundamental guidance and procedures for the planning and execution of health service support at the operational level, throughout the range of military operations.

Since USJFCOM JWFC Doctrine Group has no SMEs in the health service support area, we are relying heavily upon those within USJFCOM and other commands to assist in the process of producing the revision first draft. Personnel from the USJFCOM Surgeon General's office, USTRANSCOM, the Medical Logistics Doctrine Working Group, and the military dentists community are writing portions of the publication.

The JP 4-02 series revision and consolidation is progressing nicely, primarily due to the willingness of the health service support community to reach consensus. Development of the revision first draft is made easier due to the work accomplished during the May 2003 JWG. One of the issues surrounding the consolidation was the merging of joint doctrine with JTTP. The working group decided that placing JTTP in the publication's appendices would be the best method of consolidating the information.

There are several key players external to USJFCOM JWFC Doctrine Group. The lead agent is the Army and the primary review authority POC is Mr. Gary Simons from the Army Medical Department. The technical review authority POC is Ms. Gwen Childs from USTRANSCOM.

Valuable health service support lessons were learned during recent operations. The information that has proven to be valid will be incorporated, e.g., infectious patient movement and USTRANSCOM's Regulating and Command and Control Evacuation System. The revision first draft will be released for worldwide review in January 2004.

INFORMATION OPERATIONS DOCTRINE UPDATE

The long-awaited revision of JP 3-13, *Joint Doctrine for Information Operations*, formally began with a program directive joint working group (PD JWG) held on 16 September 2003 at the Pentagon. The PD JWG was co-chaired by Joint Staff J-3 and J-7 action officers. Representatives from the Services, Joint Staff, USSTRATCOM, USJFCOM, USNORTHCOM, USSOCOM, USCENTCOM, National Guard Bureau, and Under Secretary of Defense for Information were all in attendance.

The PD JWG reached consensus on a recommended lead agent, primary review authority, technical review authorities, and a general timetable for the revision. These recommendations will all be taken to the JS J-7 for approval. Overall, the PD JWG reached "preliminary coordination" consensus on the PD. Therefore, it will soon be released worldwide for final coordination.

Of note, and separate from the PD JWG, JP 3-13 is being considered for "fast-track" development. Fast-track development accelerates the process with the goal of obtaining approval within 12 months. Given the IO related changes over the past five years, it is definitely time to begin work on this important publication.

USJFCOM JWFC ELECTRONIC RESEARCH LIBRARIES

Using your Internet browser, go to the USJFCOM JWFC Electronic Research Library Home Page at <http://elib1.jwfc.jfcom.mil/>, then follow the directions for access. The full-text search and retrieval libraries are listed below:

- **Peace Operations Research Library** - Contains policy, doctrine, and other guidance, also articles, books, lessons learned, training literature, and includes a special legal section. It addresses the spectrum of military operations other than war.
- **Joint Experimentation Research Library** - Contains policy and other guidance, articles, books, and other literature. It addresses the *Joint Vision 2010* period and beyond.
- **Joint Policy and Doctrine Library** - Contains DOD and joint policy, joint doctrine, and JTTP.
- **Consequence Management Library** - Includes Federal, Interagency, and DOD policy, doctrine, guidance, and other papers related to consequence management operations.

Questions should be referred to Mr. Chuck McGrath at (757) 686-6105 or Mr. Jim Shell at (757) 686-6121. DSN is 668.

CONCEPTS TO DOCTRINE

Integrating the New Ideas

By Rick Rowlett, Cornerstone Industry, Inc.,
USJFCOM JWFC Doctrine Support Team

"The joint doctrine process must evolve, become more efficient and streamlined, and be more directly linked to the concept development and experimentation process. . . . doctrine change recommendations, based on joint experimentation, must be incorporated into doctrine without delay."

Joint Operations Concepts
JROC Endorsed Draft, 19 August 2003

This article continues the theme—established in several previous issues of *A Common Perspective (ACP)*—of discussing transformation-related issues and initiatives. In the May 2003 *ACP*, "Transformation News" provided an update on the Standing Joint Force Headquarters (SJFHQ) initiative. The November 2002 *ACP* contained the article "DOTMLPF: Focusing Future Change," which discussed the interaction between USJFCOM and the Joint Staff on developing and processing various experimentation-based recommendations for change. The article "Concepts to Future Doctrine," in the April 2002 *ACP*, addressed ". . . the idea that what are now new concepts stand a good chance of having sufficient impact to require doctrinal revision in the near term." The following discussion expands on the relationship between concepts and doctrine and advances the idea that the joint doctrine development community (JDDC) should take a proactive role in "pulling" validated, value-added ideas into current and emerging doctrine.

THE CONCEPTS—DOCTRINE RELATIONSHIP

There is a close and complementary relationship between concepts and doctrine. In general terms, a concept contains a notion or statement that expresses how something might be done. In military application, a joint concept describes how a joint force commander can conduct joint operations in various real and hypothetical situations using existing or hypothetical capabilities. From a *ways, means, and ends* perspective, both concepts and doctrine describe how (the ways) a joint force uses given capabilities (means) in a set of circumstances to achieve a stated purpose (ends). There also is an important distinction between the two. Approved joint doctrine is authoritative, describes operations with extant capabilities, and is subject to policy, treaty, and legal constraints, while concepts—whether near-term or futuristic in nature—

can explore new operational methods, organizational structures, and systems employment without the same restrictions. **Joint concepts provide the basis for joint experimentation; joint doctrine provides the basis for training and actual operations.**

Concepts may be conceived either in response to identified inadequacies in current joint doctrine or on perceived opportunities to improve joint force effectiveness. Near-term concepts provide a venue for doctrine developers to explore solutions to problems and emerging missions for which no doctrine exists. They also enable consideration of alternatives to methods described in approved doctrine, based either on lessons learned from recent operations or on emerging capabilities whose military application has not yet been exploited. "Vision" statements (such as *Joint Vision 2020*) and futuristic concepts (such as the *Joint Operations Concepts* document) typically focus on new ways and means with which the joint force can meet expected future operational challenges using advanced technologies and capabilities, many of which are not yet developed. This requires concept developers to project the nature of the environment 10-20 years in the future and describe advanced capabilities required to operate successfully in that environment. However, this process of forecasting the future and experimenting with concepts also may uncover ideas that could improve how joint forces operate today. This could have an immediate impact on established doctrine.

Transformation efforts put a premium on exploring and "validating" concepts through joint experimentation. Validated, value-added concepts can impact favorably on doctrine, training, and education. Although experimentation procedures typically are thorough and precise, a validated conclusion that a concept "works" is normally not sufficient alone to require doctrinal change. **The concept must clearly demonstrate a "value-added" to current joint doctrine. In other words, approved joint doctrine is the authoritative, generic baseline against which concepts and experimentation results will be compared to assess their transformational value.** Also, current combatant command operation plans provide situation-specific application of current doctrine, which can be useful in evaluating a concept. Concepts typically are not copied directly into joint doctrine, but their central themes and essential constructs can be incorporated in the following ways:

- Most commonly, the JDDC considers potential concept-based changes during the routine process of developing, assessing, and revising existing joint publications. Any authorized organization can recommend such changes during this process per procedures in JP 1-01, *Joint Doctrine Development System* (being revised as new CJCSI 5120.02).

Organizations with concept development and experimentation responsibilities, such as the Joint Staff and US Joint Forces Command, are in a unique position to identify and propose value-added, concept-based changes to approved and emerging joint doctrine.

- While most concept-based changes to joint publications will be incremental in nature, a validated concept also might provide a substantially new and beneficial way of accomplishing a particular function or task. This could affect a significant part of an existing joint publication or require a new one. In such infrequent cases, the JDDC might decide to use a **joint test publication (JTP)** and associated evaluation to "field-test" the proposed doctrine. The JTP's evaluation directive would establish the authority and applicability of this "test doctrine." The option of using a JTP for this purpose is not in the current JP 1-01, but is a proposed addition to the final coordination version of CJCSI 5120.02.
- Concepts can form the basis of recommended changes to doctrine that are submitted in accordance with CJCSI 3010.02A, *Joint Vision Implementation Master Plan*, and CJCSI 3180.01, *JROC Programmatic Processes for Joint Experimentation and Joint Resource Change Recommendations*. These documents provide the policy and process for translating the results of the Joint Concept Development and Experimentation (JCDE) Program into joint warfighting capabilities in the areas of **doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF)**. The November 2002 *ACP* article, mentioned earlier, provides more information. With its endorsement of DOTMLPF change recommendations, the Joint Requirements Oversight Council (JROC) essentially asks the JDDC to examine doctrine-related recommendations.

RELATED INITIATIVES

There are other important transformation-related developments in addition to the DOTMLPF process described in the November 2002 *ACP* article:

- During the current process of revising JP 1-01 into CJCSI 5120-02, USJFCOM has proposed the addition of text that clarifies the relationship of concepts and doctrine. The purpose of this is to facilitate the consideration of value-added, concept-based ideas during the normal joint publication development and maintenance stages of the Joint Doctrine Development System (JDDS). USJFCOM also has recommended the option of using a JTP

and associated evaluation to "field test" a validated concept that could affect a significant part of an existing joint publication or require a new one.

- When the Secretary of Defense approves the Joint Staff's *Joint Operations Concepts* document (currently in a JROC-endorsed final draft), the document will establish the requirement to develop a number of subordinate joint concepts. **Joint Operating Concepts (JOC)** will further develop key areas of the *Joint Operations Concepts* document. The four initial JOCs are *Major Combat Operations, Stability Operations, Homeland Security, and Strategic Deterrence*. USJFCOM is the Joint Staff proponent for the first two, USNORTHCOM for *Homeland Security*, and USSTRATCOM for *Strategic Deterrence*. **Joint Functional Concepts** will amplify a particular military function and apply broadly across the range of military operations. Five currently identified functional concepts are *Joint Command and Control, Battlespace Awareness, Force Application, Focused Logistics, and Protection*. Finally, three **Enabling Concepts**—*Information Operations, Interagency, and Multinational Operations*—complete the current concept list. These describe how particular tasks or procedures are performed within the context of broader functional areas. The subordinate concepts in the three categories inform and interrelate with each other. It is likely that other concepts will be added to these categories in the future. As the concepts mature, they will provide another source of ideas that could affect current and emerging joint doctrine.
- Another initiative is implementation of the **Joint Vision Integration Cell (JVIC)**. This online collaborative database—designed and managed by the Joint Staff J-7—provides a common picture of the effort to implement transformational changes to joint capabilities. JVIC shows the status of all transformation tasks in each category of the JROC-endorsed DOTMLPF Change Recommendations packages. Three packages currently endorsed and tracked on JVIC are the *Joint Fires Initiative, Collaborative Information Environment, and Joint Enroute Mission Planning and Rehearsal System—Near Term*. JVIC also contains a small library of relevant transformation documents and related links. You can access JVIC on SIPRNET by entering the Joint Staff J-7 Web site and navigating to the Joint Vision and Transformation Division (JVTD), where there is a JVIC link. You will need to apply for a password to gain access.
- The **Joint Doctrine Electronic Information System (JDEIS)**, described in previous *ACP* articles

(Continued on next page)

such as "JDEIS—This Is Not Your Father's JEL" (May 2003 and this issue), is the next generation of the Joint Electronic Library. In its final configuration, JDEIS will provide a significant portal and information retrieval tool for **all** joint doctrine, education, and training. Moreover, JDEIS will improve the JDDS by providing an increasingly automated "Document Developer Coordination Site," with the capability to ensure complete and accurate review and staffing of joint publications under development or revision.

WHAT ARE THE IMPLICATIONS FOR DOCTRINE DEVELOPMENT?

Some will contend that the current JDDS already accommodates the introduction of transformation-related ideas. After all, the doctrine development process provides for consideration of proposals for new joint publications, and anyone can recommend line-out/line-in changes to existing joint doctrine if they submit these through the appropriate chain. But this writer believes that **"business as usual" is not sufficiently responsive to the rapid integration of new, concept-based ideas in joint doctrine** for the following reasons:

- Most JDDC members who comment on joint publications under revision (but have no joint publication authorship responsibility) are not associated closely with concept development and experimentation. This results in unfamiliarity with the processes and products and does not promote serious, low-level consideration of concept-based ideas.
- Those with authorship responsibility (Joint Staff doctrine sponsors, lead agents, and primary review authorities) typically face the same dilemma. This adversely affects their consideration of concept-based recommendations for change unless these are endorsed formally at high levels. New text submissions that could be essential to promote a specific concept-based idea can get lost in the myriad comments the lead agent typically receives during staffing of joint publication revision drafts.
- This writer believes that the formal programmatic process for considering DOTMLPF change recommendations (CJCSI 3180.01, 31 Oct 02) has marginal utility relative to the JDDS. Although it is possible to conclude that certain joint publications could be affected by validated, value-added ideas, significant analysis is required to determine the specific changes. Doctrine-related transformation change recommendations submitted to and endorsed by the JROC to date have been relatively generic in nature and have not directed specific changes to specific

joint publications. Further, the vast majority of doctrinal changes likely are below the "noise level" of the JROC and thus do not require a JROC decision.

- All of us are busy. Although concept developers research joint publications during concept development, they typically do not have time to review a joint publication revision first or second draft and recommend changes that will promote a good idea. Likewise, those in the doctrine development business do not often study complex concepts and experimentation results to identify and assimilate ideas that could improve existing and emerging joint doctrine.

In essence, the joint community has two major programs—joint experimentation and joint doctrine development—operating side by side without an adequate integrating mechanism. The DOTMLPF programmatic process mentioned earlier focuses on high-level changes of interest to the JROC. The impetus seems to be to secure a JROC endorsement as a forcing function for change. At lower levels the two programs coexist, but their interaction is not yet routine.

WHAT IS THE SOLUTION?

Regardless of the exact definition, **transformation** implies **significant change**. The joint community uses the DOTMLPF model to categorize changes associated with transformational initiatives such as *Joint Vision 2020* implementation and joint experimentation change recommendations. However, true transformation requires not only transformational ideas in each of the DOTMLPF categories, but also DOTMLPF implementation processes—such as the Joint Doctrine Development System—that support transformation.

The validation of concept-based ideas and capabilities through joint experimentation has challenged the joint doctrine development community to change joint doctrine accordingly. While this typically will not require new joint doctrine publications, there is clearly a need to integrate validated, value-added ideas into existing joint doctrine during the development and maintenance stages. To do so effectively requires not only subject matter expertise in specific joint doctrine subject areas, but also a working knowledge of the associated concepts. This represents an additional workload for everyone, but overtaxes the already thin resources of the combatant commands. Moreover, the volume of concepts and experimentation results is increasing as JCDE continues to mature and the Joint Staff begins to develop the concepts mentioned earlier. Concept "prototypes" (such as the Standing Joint Force Headquarters) are moving into field-testing, and doctrinal implications will emerge during this phase of implementation.

In broad perspective, the joint doctrine development community could benefit from closer interaction with concept development and experimentation efforts. There is general agreement that more resources will benefit the development process and its associated products (primarily joint doctrine publications). Given current resources, combatant commands in particular (less USJFCOM) are barely able to accomplish current doctrine support tasks. Yet combatant commands should be key participants in what some have characterized as a "Service-centric" joint doctrine development process. Moreover, most joint concept-based initiatives will be implemented in the combatant commands and other joint organizations rather than in their Service components, a factor that elevates the importance of increased combatant command involvement. Therefore, **each combatant command would benefit greatly from the addition of analysts who would have a full-time focus on concept integration.** This would provide greater visibility of JCDE issues within these commands and stimulate their greater involvement in the identification of concept-based, value-added improvements to joint doctrine.

To meet the integration challenge, the JDDC must find the right combination of resources and procedures to ensure routine consideration of value-added, concept-based ideas throughout the doctrine development process. **This requires a focused effort to work the seams between the concept and doctrine development efforts.** Initiatives such as the revision of JP 1-01 and continued implementation of JDEIS have the potential to improve the flexibility and responsiveness of the JDDC. In a related action, **USJFCOM JWFC has structured a concept integration capability** within its Doctrine Group. This initiative provides a small, dedicated effort to maintain close contact with JCDE, monitor experiments and prototype field-testing, review concept papers and experimentation results, and actively search for value-added ideas that can improve current and emerging joint doctrine. This should help ensure a balanced view of concepts and experimentation results, since the concept developer's and doctrine expert's perspectives of current joint doctrine and the related concept are often different. Even with limited resources, this approach already has produced USJFCOM JWFC pamphlets that discuss the doctrinal implications of concept-based initiatives such as the SJFHQ, and has recommended concept-related, line-out/line-in changes to key joint publications such as JP 5-0, *Doctrine for Planning Joint Operations*. While this is a small step in the right direction, **the JDDC must recognize the integration challenge and formalize an effective approach to meet it. Otherwise, this writer believes the Joint Doctrine Development System will fail to play a proactive role in the transformation arena.**



COUNTERPROLIFERATION DOCTRINE UPDATE

In June 2003, the Joint Staff (JS) J-5 requested the JS J-7 approve a rewrite of JP 3-40, *Joint Doctrine for Counterproliferation Operations* (Final Coordination (FC)), based on recent changes in national policy and lessons learned. After a review of the program directive (PD), it was determined that the scope remains valid and the PD did not need to be modified. The JS J-7 approved the request.

New JP 3-40 (FC) will reflect the adjudicated comments from the previous FC version, along with new policy and lessons learned. The basic architecture, terms, and definitions previously staffed and agreed to will remain. A new chapter outline and a briefing that explains the changes was developed and is available from the JS J-7 POC, LTC Rucker Snead at DSN 222-7273 or e-mail: lawrence.snead@js.pentagon.smil.mil. Some of the significant changes are:

- A title change to *Joint Doctrine for Combating Weapons of Mass Destruction* (WMD) to align with the current national strategy.
- An expanded architecture to include WMD interdiction and elimination operations as described in two recently approved National Security Presidential Directives (NSPD). The sections on non- and counterproliferation planning will be expanded to include a discussion on non-state actors in the greater proliferation challenge.
- Lessons learned from Operations ENDURING FREEDOM and IRAQI FREEDOM and ongoing interdiction efforts will be added to provide Service and combatant command staffs with a framework for planning for interdiction and elimination operations.
- Reference, but not a detailed recount, to text already a part of existing publications or those currently being written. JS J-7 will coordinate with the appropriate lead agents to ensure the terms and their definitions are consistent in all WMD-related publications.
- The basic JP 3-40 text will remain unclassified, but a classified annex will be included to discuss the NSPDs.
- A host of new references will be used in the text or added to the references appendix. These include the 2002/2003 OPW study, updated DODDs/DODIs, NSPDs 17/20/26, etc.

The JP 3-40 revised timeline is as follows:

- | | |
|---------------|------------------------|
| • Oct 03: | FC released for review |
| • Dec 03: | Comments due |
| • Jan 04: | FC joint working group |
| • Feb/Mar 04: | Approval |

DYNAMIC TTP FOR THE JOINT FORCE

By MG Michael Vane, USA, and Lt Col Paul Moscarelli, USAF

Today's joint force confronts a complex, ever-changing environment. To enable the agility and speed required in today's battlespace, the doctrine community must adjust its products, organizations, and processes to maximize the support provided to the warfighter. This includes providing timely and accurate tactics, techniques, and procedures (TTP) publications.

Doctrine is divided into two categories—broad, fundamental principles and specific TTP. Fundamental principles have been, and continue to be effectively compiled in today's joint doctrine hierarchy. In the area of TTP however, there are shortfalls. The increased need to adapt rapidly to changing battlespace dynamics increases the need for TTP. Operations are becoming more joint in virtually every area—logistics, missile defense, single integrated air picture, combat identification, command and control, fires, deployment/redeployment, and anti-access/assured access to name a few. The joint environment creates a need to clarify tactical and operational linkages—this is the realm of joint and multi-Service TTP. Our TTP must become increasingly flexible and responsive as the joint force faces adaptive enemies that are unconstrained by doctrine and bureaucracy.

Effective TTP flows from four basic principles:

- Maximize responsiveness,
- Maximize openness,
- Seek authoritativeness, and
- Create and maintain supporting organizations/processes.

Responsiveness entails rapid development of TTP when a need is identified, and a capability to rapidly revise the material when conditions change. Current models are not responsive. For example, the commonly-used joint TTP (JTTP) development process is 21 months long if it encounters no delays. Even the seldom-used "fast track" process is 12 1/2 months long. Further, the revision cycle is advertised as five years, but the five-year mark is when revisions are started. The revised publication normally is approved about two years after the start for a total of approximately seven years to revise JTTP. The enemy may or may not give us time for these processes to run their

course. Since warfighters need the best information that is available at any point in time, TTP development processes must adapt. **Greater responsiveness is the first essential principle.**

The second principle for maximizing the value of TTP is **openness** to ideas directly from the field. Openness and responsiveness are interconnected. Openness means allowing warfighters to identify needs directly to TTP-producing organizations. Current processes articulated in JP 1-01, *Joint Doctrine Development System*, are burdensome and time consuming and require that warfighters find a Service or other sponsor. Ideas must filter up through organizations and sponsorship provided by the Chiefs of the Services, combatant commanders, or Joint Staff directorates; and then be approved by the Joint Doctrine Working Party (JDWP). This process serves the purpose of providing a thorough justification, however it is time consuming and creates "bureaucratic barriers" that can filter out valid needs along with invalid ones.

The third principle for developing effective TTP is **authoritativeness**, meaning that subject matter experts generally agree that the publication contains the best available guidance, and the appropriate authority has ordered that the guidance be followed unless exceptional circumstances dictate otherwise. Authoritativeness can impede responsiveness—the two requirements must be balanced. Achieving authoritativeness takes time. Current processes require that JTTP publications be repeatedly staffed through numerous organizations to achieve authoritativeness, and contentious issues often arise to delay the process. JP 3-09.3 *JTTP for Close Air Support (CAS)*, took over one year to proceed through final coordination, resolution of contentious issues, and approval; which delayed its implementation prior to Operation IRAQI FREEDOM. Doctrine producing organizations must work toward authoritativeness for their TTP, but also must provide the warfighter all available non-authoritative information that might be of use as responsively as possible.

Finally, TTP development requires **organizations and processes** that provide responsiveness, openness, and authoritativeness. Currently, there are numerous organizations that produce different types of documents that might be described joint or multi-Service TTP. These publications are created out of necessity—a need is identified in the field and an organization moves to meet it. Organizations move forward with the best of intentions, to meet the need, but do so without common guidance. Some examples of these TTP types are depicted in Table 1.

Several problems result from this multitude of TTP producers, types, and processes. They include: lack of universal awareness of the publication, leading to a lack of uniform application, difficulty providing updates due to

ORGANIZATION	PUBLICATION TYPE	DESCRIPTION	EXAMPLE
Service, combatant command, or Joint Staff Directorate	JTTP	Articulates critical joint TTP information	JP 3-09.1, JTTP for Laser Designation Operations
ALSA	MTTP	Actions and methods forces of two or more Services use to work together. Ratified by two or more Services; increase interoperability among service warfighting, staff, and support elements; require rapid development/revision; high level of detail	J-FIRE-rapidly incorporated Operation ENDURING FREEDOM info on joint application of firepower; used in Operation IRAQI FREEDOM
Marines/Army	Dual Service Publications	Articulates critical dual Service TTP information	FM 6-60/MCRP 3-16.1C, TTP for Multiple Launch Rocket System (MLRS) Operations
Marines/Navy	Dual Service Publications	Articulates critical dual Service TTP information	NWP 3-15/MCWP 3-31.2, Mine Warfare
Joint Staff	CJCSM	In some cases articulates TTP information	CJCSM 6230.05, JOINT HAVE QUICK PLANNERS' MANUAL
Service HQ	Multi-Service Regulations	Articulate multi-Service tactical level directives	Enemy POW, Retained Personnel, Civilian Internees and Other Detainees
USJFCOM JWFC	Handbook	Non-authoritative guidance gathered from subject matter experts and compiled by USJFCOM JWJC	Joint Task Force Commander's Handbook for Peace Operations
FORSCOM	Handbook	Quick reference compilation of authoritative publications for the joint warfighter	Joint Tactical Air Operations Procedural Handbook

Table 1. Joint/Multi-Service TTP Types and Producers

lack of resources or inadequacy of process, lack of authoritativeness, and general confusion created by multiple TTP and multiple processes. Clearly establishing TTP development and revision processes and identifying organizations that would carry them out should provide solutions for these problems.

Application of the four principles for maximizing TTP effectiveness for the joint warfighter will require three interrelated actions:

- Reduce the type of TTP publications and create a single, well-defined taxonomy of TTP publications;
- Identify requirements for organizations which will develop TTP publications; and

- Identify an optimum process for developing and revising TTP publications.

Reducing the number of TTP-type publications would allow development and application of a standardized process to their development and revision. For several reasons, the new taxonomy should be multi-Service rather than joint in nature. Services have a doctrine development framework in place, and have a proven capability to produce multi-Service publications expeditiously. Services are the nation's force providers, i.e., the organizations that train and equip forces. They have the resources available to meet the needs. The expeditious production of TTP would include input from the joint community via the staffing process. An effective multi-Service taxonomy should include three TTP types—multi-Service handbooks
(Continued on next page)

(MSH), multi-Service reference publications (MSRP), and multi-Service regulations (MSR); which would provide non-authoritative guidance, authoritative guidance, and directive guidance respectively.

While the notion of eliminating JTTP may raise some eyebrows, there is good reason to do so. Problems such as excessive detail in joint publications were anticipated by the writers of JP 1-01, which states "...*joint doctrine and JTTP should not include detail that is more appropriate in Service doctrine, standing operating procedures, plans, and other publications.*" Although this statement leaves open the question of what is meant by "appropriate," we must conclude that the lowest level details, i.e., those directed at the "worker bee" level, must necessarily be excluded, simply because there are no lower levels. The joint doctrine development process was established to provide well thought out authoritative principles, not responsive, detailed guidance in direct response to warfighter needs. JTTP can and should be eliminated, as could many other TTP types.

Another required action is to **identify the characteristics of TTP-developing organizations**. The idea here is not to be extremely restrictive regarding who produces multi-Service TTP. The key element is that the organization has access to sufficient resources to execute the approved development and revision processes for all multi-Service TTP publications.

Finally and most importantly, **an optimum process for developing and revising multi-Service TTP must be identified**. As a minimum this process should include:

- Openness to ideas from the field. TTP-producing organizations should be free to accept ideas and go forward in verifying the need for the publication and meeting that need.
- Rapid response capability that can be adjusted based on the urgency of a particular need.
- Efficient and effective research procedures to determine that an actual need exists and find the best way of meeting it.
- Efficient and effective procedures for organizing and holding joint working groups to produce TTP publications.
- A procedure for designating initial drafts as "non-authoritative," or "handbooks," making them available to users immediately, and alerting users to their existence.
- A procedure for working toward authoritativeness that prioritizes work toward perfection in substance,

then in format, staffing through all available subject matter experts, and provision of ongoing updates of substantive issues to the field.

- A procedure for maintaining contact with the users of the publication to monitor for relevancy and completeness of the TTP.

There are two ways that the three interrelated actions described above might be implemented. The JDWP could undertake to change the system using a "bottom-up" approach, but a far more effective approach would be for a directive to be issued to the JDWP from the DOD/JCS level. This "top-down" approach would result in a more substantive change being implemented at a much faster rate. Once the directive is received, the JDWP would have to modify the upcoming CJCSI (formerly JP 1-01) on joint doctrine development to reflect the taxonomy, process, and organizational requirements described in the preceding paragraphs.

Adhering to the four principles for maximizing effectiveness of TTP for the joint warfighter and application of the three interrelated actions to implement those principles will allow us to meet the real needs of the users in a timely manner. This will increase the combat effectiveness of the joint force.



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MANAGING THE UNMANAGEABLE
*(First Steps at Defining Policy for Radiological
Dispersion Device Consequence Management)*

By Captain Alvin Lee, USAF, Chief of Accident Response, Defense Nuclear Weapons School, Defense Threat Reduction Agency

A radiological dispersion device, or RDD, may be defined as "an explosive device that is intended to spread radioactive material from the detonation of conventional explosives." (*WMD Terms Handbook*, DTRA-AR-40H, July 1999). Often referred to by the term "dirty bomb," it may be argued that, as a weapon, a RDD's lethality is mostly confined to that caused by the effects of detonation of the conventional explosives, because acute radiological effects are unlikely except in cases of the grossest levels of contamination. Furthermore, dispersal of the radiological material is likely to result in low concentrations of material in both the air and the ground; long-term effects from likely exposure may, at best, cause a slight increase in cancer rates among the affected population ("NRC Fact Sheet on Dirty Bombs," July 2002). In the case of dispersal by means other than explosives, effects would be limited to radiological medical effects only.

Whereas the physical effects are likely to be relatively slight, the psychological effects will more likely than not be disproportionately large. Despite assurances from Government officials, the scientific community, and technical experts, it seems highly probable that panic, flight, and chaos will afflict the population to a great degree, thus fulfilling the purpose of the terrorist device—mass disruption (Note: many define the "D" in "WMD (weapons of mass destruction)" as "disruption" rather than "destruction," in recognition of this intrinsic motive). Medical screening, treatment of real and imagined cases, settlement of claims, and a cleanup that will probably incur great time, expense and resources, makes the overall effect of the RDD far greater than its actual physical effect.

While the treatment of this topic has grown in the mainstream, Government policy and procedure has been surprisingly slow to respond. Much of what has been written regarding response to such devices has been limited to a number of scattered resources, such as a Nuclear Regulatory Commission (NRC) fact sheet; a brief, tangential mention in the Federal Radiological Emergency Response Plan (FRERP); and other incidental discussions in a diverse collection of resources. **What is desperately needed is the development and codification of policy, doctrine, and procedures at the federal level;** from these can be developed agency plans and exercises in preparation for such an incident.

THE STATE OF POLICY TODAY

The FRERP provides overall guidance for the federal response to peacetime radiological emergencies. It delineates objectives, roles, and functions of involved Government agencies during a radiological or nuclear response. While this is well characterized for some emergencies, such as a nuclear weapons accident, it is poorly defined for RDD. In fact, the term "RDD" is not once mentioned in the FRERP. To find even rudimentary guidance for response to such an incident, one has to look under the classification "Radiological Sabotage and Terrorism." In this section, the FRERP, in accordance with the Atomic Energy Act of 1954, assigns the FBI as the lead for law enforcement and investigatory activities, the crisis management aspect of such incidents. It is unclear, however, as to who the Lead Federal Agency (LFA)—that agency that manages and coordinates—would be for the consequence management of such incidents, other than scenarios where the crime aspect is a part of a well defined incident (e.g., the hijacking of a radiological material shipment). The FRERP guidance is to determine the LFA at the time of the response through existing agreements or plans; where such preexisting agreements or plans do not determine a LFA, responding agencies shall confer and designate an LFA.

The Terrorism Incident Annex to the Federal Response Plan outlines an overall response to WMD, of which an RDD incident would be a subset. Within the context of the Terrorism Incident Annex, the FBI is again recognized as the LFA for crisis management. The LFA for consequence management, however, is assigned to the Federal Emergency Management Agency (FEMA). FEMA (now assigned under the Department of Homeland Security) is clearly delineated as the lead agency for consequence management for events covered by the annex that occur within United States territory. FEMA has an illustrious history of coordinating federal assistance to State and local governments after a Presidential declared disaster. Under the provisions of the Terrorism Incident Annex, FEMA would leverage the current relationships with the appropriate State and local emergency response officials and apply some of those same protocols where a response to an RDD was concerned. FEMA would work with the affected State to determine if a federal consequence management response is necessary and would coordinate this response in support of State and local agencies.

Based on the Terrorism Incident Annex, the answer approaches resolution. The FBI is the overall LFA for an RDD incident, with primary responsibility for crisis management. FEMA is the LFA for the consequence management of an RDD incident, thus supporting the FBI. The Terrorism Incident Annex describes a **three-part consequence management response** to any WMD incident which is applicable to an RDD incident. These are: **Pre-Release, Post-Release, and Disentanglement.** Pre-Release involves the alerting and stand-up of response elements in the event of notification,
(Continued on next page)

but not detonation (or dispersal) of a RDD. In Post-Release, resources are deployed to mitigate the consequences of a RDD. Disentanglement involves the stand-down of response elements at the appropriate time. This phase also includes, as necessary, ongoing long-term mitigation operations, such as clean-up.

RDD INCIDENT NOTIONAL RESPONSE

An incident may be divided into four phases—notification, discovery, consequence management, and remediation. A response may begin at any of the first three phases.

At **notification**, there is a specific warning, but not detonation or discovery, of a RDD, which is sufficient to mobilize law enforcement. While this warning might be received at the local or federal level, one would expect the cooperation of local, state, and federal forces in responding to the threat. In accordance with current policy, however, the FBI would coordinate this response, which would include aspects of law enforcement, intelligence, and investigation. This is the crisis management aspect of the response. If the RDD has yet to be found, the Department of Energy's (DOE's) Nuclear Emergency Search Team, or NEST, may be called upon to assist in locating the device. At this stage, one would also expect notification of state and federal agencies who may be needed should detonation take place. At the federal level, this could include the regional Radiological Assistance Program (RAP) team, a DOE team capable of characterizing and advising on the potential radiation hazards of the device. Under the direct control and supervision of the Governor and State Adjutant General, a National Guard Civil Support Team (CST)—formerly Rapid Assessment and Initial Detection (RAID) Team—would be quickly notified. The CST is a highly trained group of twenty-two soldiers and/or airmen specializing in various technical and operational aspects of responding to an RDD. The CST is capable of providing expert technical advice concerning WMD response operations, as well as helping to identify and support follow-on response assets. Though each State does not have its own CST, formal agreements and arrangements have been established to ensure that the appropriate CST capability would be available for any State in which an event were to occur. This would be accomplished by the designated CST crossing State lines to operationally provide support to the requesting State and local response efforts while administratively being retained at the parent state. It must also be noted that these same CSTs could conceivably, upon the direction of the President, be transferred under federal control and management, and thus, no longer a State-controlled asset.

Upon **discovery** of the device but preceding detonation (or dispersal) the RAP and CST can be expected to provide analysis of potential consequences should the device trigger, based on observations from the NEST teams. Further notifications would be made in preparation for a possible dispersal.

If the device detonates (and dispersal occurs), local fire and rescue would provide an initial **consequence management** response. The CST, can provide initial radiological measurements, medical advice, and predictive modeling. Due to the unique challenges posed by the radiological material, it is likely that local officials would appeal for aid from the State, who may be able to provide further radiological assistance. It can be expected that FEMA would offer aid on behalf of the Federal Government soon after the beginning of the incident.

Remediation. If federal assistance is rendered, FEMA would be the LFA for consequence management. Specific assistance for determining the radiological consequences can be rendered by the NRC, Department of Energy, and Department of Defense, depending on the material used and the assistance needed. These agencies already have emergency response teams set up for similar missions (e.g., nuclear weapon accidents, described below), so little reconfiguration or innovative planning would be necessary. Depending on how widespread the contamination is and the areas affected, a number of other federal agencies might get involved depending on specific needs, from the United States Department of Agriculture to address farmers' concerns to the Department of the Interior to test waters and soils.

Following resolution of the immediate crisis, we can expect a number of these agencies to continue their involvement, with site remediation as the focus. The Environmental Protection Agency can be expected to be the LFA for this remediation effort. In this remediation stage, agencies and groups will disengage from the response as their capabilities are no longer needed.

IS CURRENT DOCTRINE SUFFICIENT?

While current policy provides good boilerplate response guidance to any WMD incident, including a RDD, it is unnecessarily generic. This vagueness can lead to difficulties. For example, though FEMA has the lead for coordinating federal response in support of the State response, how will this coordination be actually manifested? In a State without a CST, will there be sufficient knowledge to call upon the right assets in a timely manner?

The number of agencies that can be involved suggests the potential great size and complexity of the incident. Referring again to nuclear weapon accident experience, up to 2000 response personnel have been seen in exercises. Experience from the 9/11 incident in New York suggests that help will flood the ability to absorb it. Without clearly delineated guidance, the overwhelming "response" may bring operations to a grinding halt.

The size and complexity of the response makes the current doctrine insufficient. Doctrine and procedure must be written that explicitly defines the consequence management response. We can, however, characterize a

(Continued on page 31)

JOINT PUBLICATION STATUS

SCHEDULED FOR APPROVAL OVER THE NEXT 6 MONTHS

PUB#	TITLE
1-01 Rev2	Joint Doctrine Development System (will be published as CJCSI 5120.02)
1-04	JTTP for Legal Support to Military Operations
3-02.1	JTTP for Landing Force Operations (as MTTP)
3-02.2	JTTP for Amphibious Embarkation and Debarkation (as MTTP)
3-05 Rev1	Doctrine for Joint Special Operations
3-12 Rev1	Doctrine for Joint Nuclear Operations
3-31	Command and Control for Joint Land Operations
3-32	Command and Control for Joint Maritime Ops
3-40	Joint Doctrine for Combating Weapons of Mass Destruction
3-52 Rev1	Doctrine for Joint Airspace Control in the Combat Zone
3-61 Rev1	Doctrine for Public Affairs in Joint Operations
4-05 Rev1	Joint Doctrine for Mobilization Planning

IN ASSESSMENT OVER NEXT 6 MONTHS

PUB#	TITLE
2-01.2*	Joint Doctrine, Tactics, Techniques, and Procedures for Counterintelligence Support
2-03**	JTTP for Geospatial Information and Services Support to Joint Operations
3-0 ^{A1}	Doctrine for Joint Operations
3-05.1**	JTTP for Joint Special Operations Task Force Operations
3-07.3**	JTTP for Peace Operations
3-09.1**	JTTP for Laser Designation Operations
3-14**	Joint Doctrine for Space Operations
3-15**	Joint Doctrine for Barriers, Obstacles, and Mine Warfare
3-17*	Joint Doctrine and JTTP for Air Mobility Ops
3-35 ^{A2}	Joint Deployment and Redeployment Operations
3-59**	JTTP for Meteorological and Oceanographic Support
4-01.5*	JTTP for Transportation Terminal Operations
5-00.2**	Joint Task Force Planning Guidance and Procedures

* Preliminary assessment ** Formal Assessment

^{A1} Consolidated formal assessment with JP 3-07

^{A2} Consolidated formal assessment with JP 4-01.8

^{C1} Consolidation as JP 3-10 ^{C2} Consolidation as JP 3-13

^{C3} Consolidation as JP 3-50 ^{C4} Consolidation as JP 4-02

^{C5} Consolidation as JP 4-09 ^{C6} Consolidation as JP 6-0

NOTE: The monthly joint publication status may be reviewed at: http://www.dtic.mil/doctrine/publications_status.htm

APPROVED SINCE MAY 1, 2003

PUB#	TITLE
3-05.2	JTTP for Special Operations Targeting and Mission Planning
3-09.3 Rev1	JTTP for Close Air Support (CAS)
3-30 Rev 3-56.1	Command and Control for Joint Air Operations
3-53 Rev1	Doctrine for Joint Psychological Operations
4-03 Rev1	Joint Bulk Petroleum and Water Doctrine

IN REVISION OVER THE NEXT 6 MONTHS

PUB#	TITLE
1-0 Rev1	Doctrine for Personnel Support to Joint Operations
1-05 Rev1	Religious Ministry Support for Joint Operations
2-01 Rev1	Joint Intelligence Support to Military Operations
3-01 Rev1	Joint Doctrine for Countering Air and Missile Threats
3-07.1 Rev1	JTTP for Foreign Internal Defense (FID)
3-07.2 Rev1	JTTP for Antiterrorism
3-07.5 Rev1	JTTP for Noncombatant Evacuation Operations
3-08 Rev 1	Interagency Coordination During Joint Operations (Vol I & II)
3-09	Doctrine for Joint Fire Support
3-10 Rev1 ^{C1}	Joint Doctrine for Rear Area Operations
3-10.1 Rev1 ^{C1}	JTTP for Base Defense
3-13 Rev1 ^{C2}	Joint Doctrine for Information Operations
3-13.1 Rev1 ^{C2}	Joint Doctrine for Command and Control Warfare (C2W)
3-50.2 Rev1 ^{C3}	Doctrine for Joint Combat Search and Rescue
3-50.21 Rev1 ^{C3}	JTTP for Combat Search and Rescue
3-50.3 Rev1 ^{C3}	Joint Doctrine for Evasion and Recovery
3-54 Rev1	Joint Doctrine for Operations Security
3-58 Rev1	Joint Doctrine for Military Deception
4-01.2 Rev1	JTTP for Sealift Support to Joint Operations
4-01.3 Rev2 ^{C5}	JTTP for Movement Control
4-01.4 Rev1 ^{C5}	JTTP for Joint Theater Distribution
4-01.6 Rev1	JTTP for Joint Logistics Over-the-Shore (JLOTS)
4-01.7 Rev1	JTTP for Use of Intermodal Containers in Joint Operations
4-02 Rev1 ^{C4}	Doctrine for Health Service Support in Joint Operations
4-02.1 Rev1 ^{C4}	JTTP for Health Service Logistics Support in Joint Operations
4-02.2 Rev1 ^{C4}	JTTP for Patient Movement in Joint Operations
4-05.1 Rev1	JTTP for Manpower Mobilization and Demobilization Operations: RC Callup
4-06 Rev1	JTTP for Mortuary Affairs in Joint Operations
4-09 Rev1 ^{C5}	Joint Doctrine for Global Distribution
5-0 Rev1	Doctrine for Planning Joint Operations
6-0 Rev1 ^{C6}	Doctrine for C4 Systems Support to Joint Operations
6-02 Rev1 ^{C6}	Joint Doctrine for Employment of Operational/Tactical Command, Control, Communications, and Computer Systems

JOINT DOCTRINE POCs

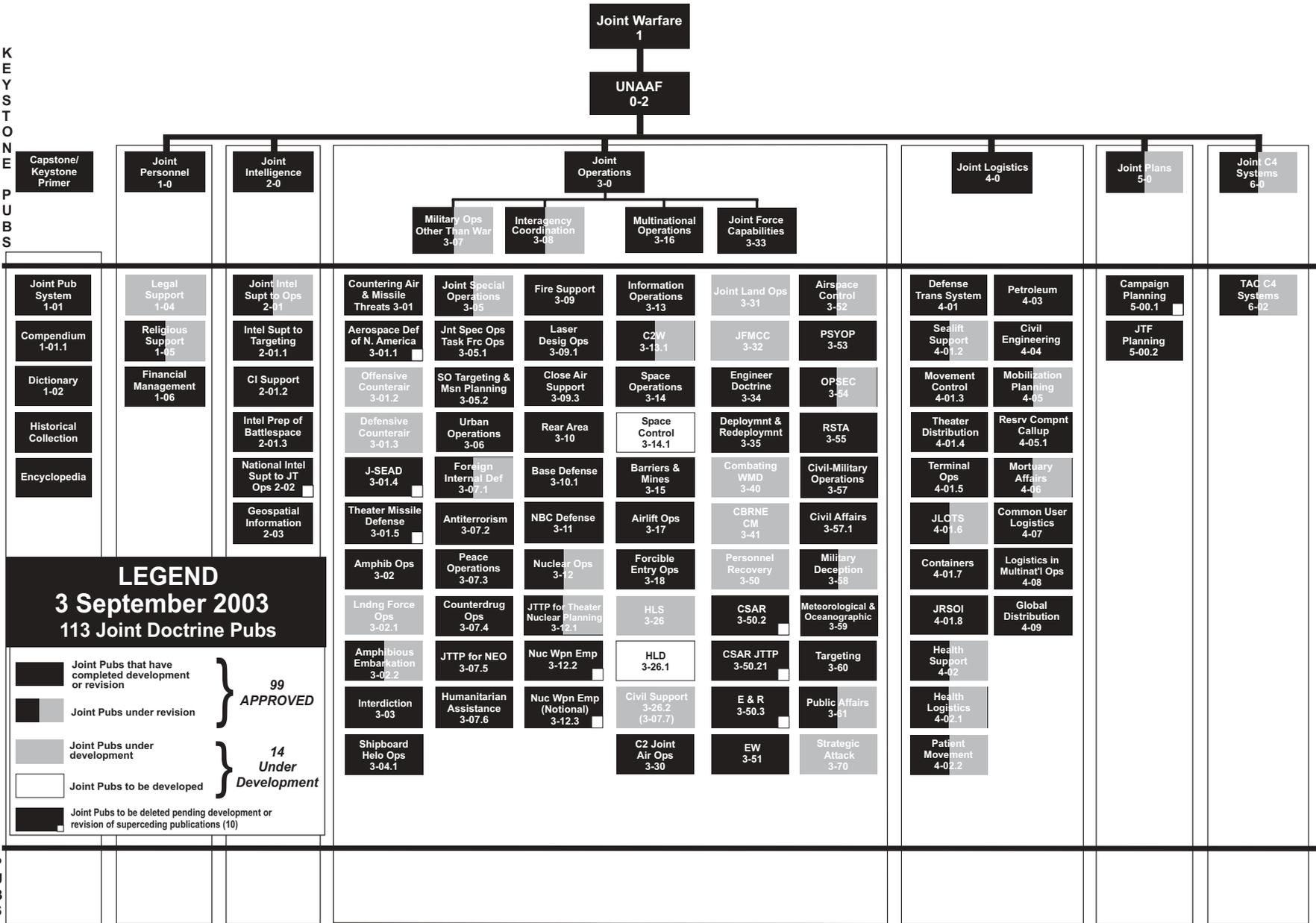
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KEYSTONE PUBLICATIONS
JTP & DOCTRINE PUBLICATIONS
TP SUBS



LEGEND
3 September 2003
113 Joint Doctrine Pubs

- Joint Pubs that have completed development or revision
- Joint Pubs under revision
- Joint Pubs under development
- Joint Pubs to be developed
- Joint Pubs to be deleted pending development or revision of superceding publications (10)

} 99 APPROVED
 } 14 Under Development

DOCTRINE ORGANIZATION UPDATES

JOINT STAFF, J7, JOINT DOCTRINE, EDUCATION, AND TRAINING DIVISION (JDETD), JOINT DOCTRINE BRANCH (JDB)

By CAPT Bruce Russell, USN, Division Chief

Personnel Turnover. Colonel Gail Colvin now heads up the Joint Doctrine Branch (JDB). Col Colvin has been assigned to the JDB for the past two years and is very familiar with the doctrine development process. We are please to have Lt Col Thomas "TJ" Palmer on board. He has hit the ground running and will be working joint publications dealing with air operations. Lt Col Palmer is a fighter pilot with experience in the F-16 and F-117.

"JDD Distro" List. Our "JDD Distro" system works well for keeping the Joint Doctrine Development Community (JDDC) informed of taskers and information. To maintain a current address list, we must be informed immediately when new folks arrive and others depart. Please, notify CDR Bonita Russell (bruce.russell@js.pentagon.mil) or LTC Rucker Snead (lawrence.snead@js.pentagon.mil) of any changes to the "JDD Distro" list.

PUBLICATIONS OF INTEREST

The following publications were approved in the last six months: JPs 3-05.2, *Joint Special Operations Targeting and Mission Planning Procedures* (May 03); 3-09.3, *JTTP for Close Air Support (CAS)* (Aug 03); 3-30, *Command and Control for Joint Air Operations* (Jun 03); 3-53, *Doctrine for Joint Psychological Operations*; and 4-03, *Joint Bulk Petroleum and Water Doctrine* (May 03). It is noted that after six months, JP 3-09.3 issues associated with CAS mandatory read-back requirements finally were resolved in a JCS Tank. The decision was to require mandatory read back of lines 4, 6, and any restrictions for all three types of control. Further, development of JP 3-55, *Joint Doctrine for Intelligence, Surveillance, and Reconnaissance (ISR) Operations* was cancelled (Jul 03). We appreciate all the hard work required to review and staff these publications despite the current operations tempo and manning constraints.

Publications scheduled for approval by the next newsletter include: JPs 1-04, *Legal Support to Joint*

Operations; 3-02.1, *JTTP for Landing Force Operations*; 3-02.2, *JTTP for Amphibious Embarkation and Debarkation*; 3-05, *Doctrine for Joint Special Operations*; 3-12, *Doctrine for Joint Nuclear Operations*; 3-31, *Command and Control for Joint Land Operations*; 3-40, *Joint Doctrine for Combating Weapons of Mass Destruction*; 3-52, *Doctrine for Joint Airspace Control in the Combat Zone*; 3-61, *Doctrine for Public Affairs in Joint Operations*; and 4-05, *Joint Doctrine for Mobilization Planning*.

There are six high interest publications in revision or development as follows: JPs 3-05, *Doctrine for Joint Special Operations*; 3-26, *Joint Doctrine for Homeland Security*; 3-26.2 (formerly 3-07.7), *Doctrine for Civil Support*; 3-50, *Joint Doctrine for Personnel Recovery*; 3-54, *Joint Doctrine for Operations Security*; and 5-0, *Doctrine for Planning Joint Operations*. Further, JP 1-04, *Legal Support to Joint Operations*, remains in OSD undergoing DOD General Council (GC) review where it has been since August 2002. The Director, Joint Staff, has recently signed a memorandum requesting an update from the DOD GC. Furthermore, efforts over the past two years to revise JP 3-13, *Joint Doctrine for Information Operations* (IO), early were put on hold pending approval of the *IO Roadmap* and related policy issues. JP 3-13 is now in the window for normal revision and the Services have agreed to an IO construct. A program directive working group was held in September 2003.

UPCOMING CONFERENCES

United States Joint Doctrine. The 31st Joint Doctrine Working Party (JDWP) scheduled for 6-8 May 2003 was cancelled. The 32nd JDWP was held from 7-8 October 2003 at USJFCOM JWFC.

The 5th Joint Doctrine Electronic Information System Configuration Management Working Group was held on 6 October 2003 at USJFCOM JWFC just prior to the 32nd JDWP.

NATO Allied Joint Doctrine. The Allied Joint Operations Doctrine Working Group (AJODWG) met from 1-4 September 2003 in Brussels, Belgium.

ALLIED JOINT DOCTRINE AND TERMINOLOGY

The United States recently ratified Allied Joint Publication (AJP)-3.12, *Joint Engineering* and AJP-3.8, *Allied Joint Doctrine for NBC Defense*. The US also finalized comments on AJPs-2.1(A), *Intelligence Procedures* (2d Study Draft), 3.3.2, *Close Air Support and Aerial Interdiction* (2nd Study Draft), 3.3.3, *Air-Maritime Coordination* (2nd Study Draft), and 3.4,

(Organization updates continued on next page)

Non-Article 5 Crisis Response Operations (NA5CROs) (4th Study Draft). AJP-3.3, Change 1, *Joint Air and Space Operations* has been circulated for comments to develop Change 2 early in 2004. Also, the 1st Study Draft of AJP-3.4.2, *Non-Combatant Evacuation Operations (NEO)* has been distributed. US Joint Doctrine Development Community representatives presented comments on AJP-3.3.1, *Counter-Air Operations* (3rd Study Draft), at the custodial meeting held in Brussels, Belgium from 25-29 August 2003.

The US submitted comments on AJP-3.3.4, *Supporting Air Operations* (2nd Study Draft). However, given the number of comments, the many inquiries questioning the need for the publication, and that the publication contents are addressed in other publications; the Allied Operations Working Group (AOWG) recommended its cancellation. The AOWG also recommended referral to the Hierarchy and Harmonization (H2) Panel of the AJODWG for a review of the numbering convention for subordinate publications.

2003 NATO Terminology Conference. To support interoperability-related doctrine issues, JDB representatives attend various multinational meetings during the year. Meetings of the AJODWG and the subordinate Doctrine, Terminology, and H2 Management Panels were attended by the US NATO Military Terminology Group (composed of Joint Staff, Army, Navy, Air Force and Marine Corps terminology representatives) as the US Delegation to the June 2003 NATO Terminology Conference Meetings at NATO Headquarters. The English- and French-speaking Nations (ESN/FSN) Panel Meeting and the NATO Terminology Conference Plenary Meeting were held concurrently, 16-20 June 2003. In addition to policy matters, agreement was reached on 67 proposals to update AAP-6, *NATO Glossary of Terms and Definitions (English and French)*, which is included in the Joint Electronic Library. US recommendations to update the terms of reference for the NATO Terminology Conference were approved at the Plenary Meeting. The US recommendations will enable the NATO Terminology Conference to exercise oversight for the NATO terminology program as a whole. The Plenary also agreed to see if it is practical to combine the ESN/FSN's Meetings (currently held in late Winter and early Fall, respectively) with the ESN/FSN Panel and Plenary Meetings (currently held together in June). This amalgamation of meetings would convene twice a year. Following the ESN/FSN Panel and Plenary Meetings at NATO Headquarters, a related meeting was held at SHAPE on 23 June 2003 to review and evaluate the "TRADOS" system for multilingual information-storage-and-retrieval. This system will be of value to both the Department of Defense and NATO for researching terminology in numerous areas, including doctrine, as it develops.

HEADQUARTERS, AIR FORCE DOCTRINE CENTER (HQ, AFDC/DJ)

By Maj Kathleen Stancik, USAF, HQ AFDC/DJ

AFDC/DJ bids farewell and good luck to our secretary, Mrs. Demeris Anderson, who retired at the end of September 2003; Lt Col Mike Murawski, who moved into the next building to join the Air & Space Expeditionary Force Center staff; and Maj Chris (Larsoni) Larson, who starts his terminal leave in October 2003 prior to his retirement. We also welcome several newcomers to DJ. Maj Pete Sartino is our new Chief of Space and Missiles Branch. He is returning from a tour in the CJFACC branch of AIRSOUTH at Naples, Italy. Lt Col(S) Leslie Ann is on loan to us from Air Staff/SG. She comes to us from ACC/SG where she served as the Expeditionary Medical System Integrator. Lt Col Phil (Psycho) Sever recently arrived from Columbus AFB, MS, where he was a T-38C Instructor Pilot/Flight Examiner. He will focus on doctrine related to flight operations. Our newest arrival is Maj Tom Quick. He joins us from Andrews AFB, MD, where he flew the C-32. Using his experience on the US and NATO AWACS, he will be working C2 issues.

The following paragraphs reflect the September 2003 status of joint publications for which the USAF is either the lead agent or primary review authority:

- The consolidation RFF was completed for JPs 3-01.2, *Joint Doctrine for Offensive Operations for Countering Air and Missile Threats* and 3-01.3, *Joint Doctrine for Defensive Operations for Countering Air and Missile Threats* into JP 3-01, *Joint Doctrine for Countering Air and Missile Threats*. The Joint Doctrine Development Community (JDDC) is awaiting release of the read-ahead package from USJFCOM JWFC.
- JP 3-52, *Doctrine for Joint Airspace Control in the Combat Zone* (Final Coordination), comments went to the Joint Staff doctrine sponsor in July 2003. The date of the anticipated joint working group remains TBD.
- JP 3-55, *Joint Doctrine for Intelligence, Surveillance, and Reconnaissance (ISR) Operations*, was officially rescinded by an electronic vote from the JDDC. Following the vote, USJFCOM JWFC conducted an independent special study for JS J-7/JDETD, which will make recommendations on what information in JP 3-55 (third draft) should be retained and where the retained information should be placed. Their report is pending release.

Two NATO publications might interest readers. AJP-3.3.5, *Airspace Control* (Study Draft 3), and AJP

3.3.1, *Counter Air* (Study Draft 4), should be out for review and comment by the end of CY 03.

The Air Force is moving forward with the revision of Air Force Doctrine Document (AFDD) 2-1.3, *Counterland*, reflecting lessons learned from Operations ALLIED FORCE, ENDURING FREEDOM, and IRAQI FREEDOM. This publication will provide fundamental and crucial information for the revision of JP 3-03, *Doctrine for Joint Interdiction Operations*. AFDD 2-1.3 should be approved by the end of CY 03.

A revised AFDD 1, *Air Force Basic Doctrine*, will be released soon. Among its various changes is the addition of some brief snippets on what doctrine is—or at least what it should be—and what doctrine is not. Although the following words are from an Air Force publication, they clearly should apply to each Service's doctrine as well as joint and international doctrine.

"Doctrine is about Warfighting . . . not Physics. It's about Effects . . . not Platforms. It's about Using mediums . . . not Owning mediums. It's about Organization . . . not Organizations. It's about Synergy . . . not Segregation. It's about Integration . . . not Synchronization. It's about Preserving national treasure . . . not Being a national treasure. It's about What's important . . . not Who's important. It's about The Right Force . . . not just Equal Shares of the force. Good doctrine informs, provides a sound departure point, and allows flexibility; bad doctrine overly bounds, and restricts creativity. However doctrine does nothing unless it's read."

Approved Air Force Doctrine Documents are available on our Internet Web site at <https://www.doctrine.af.mil>, and on the SIPRNET at <http://www.doctrine.af.smil.mil>.

NAVY WARFARE DEVELOPMENT COMMAND (NWDC)

By Mr. Jim Seerden, Joint Doctrine Program Manager

JP 3-32, *Command and Control of Joint Maritime Operations* (Second Draft), has been released for review. NWDC continues to support Fleet Forces Command's efforts to produce a focused, succinct, and relevant publication that highlights the salient issues.

In a concurrent and supporting effort, NWDC continues its work on developing a Tactical Memorandum (TACMEMO) with Fleet Forces Command that develops and refines the tactics, techniques, and procedures (TTP) required to support the joint force maritime component commander's planning process. Based on concepts validated during experiments, training, and operations; and using the collaboration and information technology required

to support decision making in a dynamic operational environment; the TACMEMO will assist our commanders and their staffs in optimizing the joint capabilities available to accomplish the maritime mission. Once completed, the TACMEMO will undergo Fleet-wide evaluation and, when validated, it will be transitioned into Service doctrine and TTP that will support joint doctrine.

The adjudication of comments received on JP 3-08, *Interagency Coordination During Joint Operations* (First Draft), is complete. The second drafts of Volumes I and II, along with the adjudicated first draft comment matrix, will be available for review shortly. In our attempt to produce a quality document, we are particularly interested in feedback on the format and content of Volume II. We understand the need for a useful document and acknowledge that only the operating forces can "frame" that for us.

MARINE CORPS COMBAT DEVELOPMENT COMMAND (MCCDC), DOCTRINE DIVISION, JOINT BRANCH

By Maj Tim Flanagan, USMC

The Marine Corps is in various stages of developing/ revising three of the five joint publications for which we are the lead agent.

- We submitted the adjudicated comments for JP 3-02.1, *JTTP for Landing Force Operations* (Revision Second Draft), to the Joint Staff J-7 during June 2003. The Joint Staff J-7 expects to release JP 3-02.1 for final coordination (FC) in September 2003 for worldwide review and comment. JP 3-02.1 is on track and approval is scheduled in early 2004.
- The adjudicated comments on JP 3-02.2, *JTTP for Amphibious Embarkation and Debarkation* (Revision Second Draft), were submitted to the Joint Staff J-7 in June 2003. The Joint Staff J-7 expects to release JP 3-02.2 for final coordination in September 2003 for worldwide review and comment. JP 3-02.2 is on track and approval is scheduled in early 2004.
- Revised JP 3-06, *Doctrine for Joint Urban Operations*, was approved on 16 September 2002 and is available on the CJCS JEL at <http://www.dtic.mil/doctrine>.
- The revision of JP 3-07.5, *JTTP for Noncombatant Evacuation Operations (NEO)*, is underway. In *(Organization updates continued on next page)*

February 2003 the formal assessment summary and a proposed program directive were submitted to the Joint Staff J-7. The Joint Staff J-7 approved USJFCOM JWFC's formal assessment in July 2003. The formal revision process is scheduled to begin this Fall.

- Revised JP 3-09.3, *JTTP for Close Air Support (CAS)*, was approved on 3 September 2003. It is posted on the CJCS JEL and printed copies (16,000+) will be available in November 2003.

AIR LAND SEA APPLICATION (ALSA) CENTER

By COL Laverm Young, USA, Director

Forever, "CHANGE" will be on the tips of our tongues at the ALSA Center. It is inherent in our mission of meeting the immediate needs of the warfighter.

This is my first contribution to the *A Common Perspective* as ALSA Director. USAF Col Kenneth Murphy has moved on to be the commander of the 53 Test and Evaluation Group at Nellis AFB, NV. I look forward to the changes that this year will bring and I embrace the chance to take on all challenges that will come from those changes.

Bridging Service interoperability gaps means we at the ALSA Center must constantly look at lessons learned and requests from the field to improve our published products and develop new publications for the joint warfighter. For example, lessons learned from Operation ENDURING FREEDOM created a need for ALSA to produce a publication which allows Service members to control calls for fire and helps reduce the possibility of friendly fire incidents. Out of those lessons learned, our *Multi-Service Procedures for Joint Application of Firepower (J-FIRE)* was created. Also, as a result of lessons learned from Operation IRAQI FREEDOM and requests from all four Services and USJFCOM, ALSA is currently working on a *Multi-Service Tactics, Techniques, and Procedures (MTTP) for Targeting for Time Sensitive Targets (TST)*. The second working group is scheduled for 7-10 October 2003. Lastly, as a result of Operation NOBLE EAGLE, ALSA was asked to develop, produce, and publish *MTTP for Air Defense of the United States (ADUS)*; which provides definitive guidance, tactics, and procedures for integrating air and ground resources of the military and interagency to defend US airspace.

Requests and lessons learned have also led to development of *Multi-Service Procedures for Joint*

Task Force Information Management (JTF IM), Multi-Service Procedures for Joint Theater Missile Target Development (JTMTD), Multi-Service Procedures for High Frequency Automatic Link Establishment (HF-ALE) Radios, and MTTP for Peace Operations publications. All of these are scheduled for completion and availability in the ALSA electronic library by December 2003. There also are times when lessons learned and operational feedback from the field gives ALSA an indication that our publications are no longer necessary, relevant, or current due to new technology, systems, or procedures. Such a situation has led to ALSA to rescind, on 31 July 2003, *MTTP for Requesting Reconnaissance Information in a Joint Environment (RECCE-J)*, [FM 3-55.43 (2-40.4), MCRP 2-1D (2-11A), NDC TM 3-55.2, AFTTP(I) 3-2.13] dated January 1996.

The ALSA Center cannot create informative, up-to-date publications without subject matter experts (SMEs) from the field. ALSA typically holds joint working groups (JWGs) to develop or revise existing manuals and we rely heavily on SMEs to provide the tactical and technical content of our manuals. As a result of the recent conflicts, it is evident that we need to take advantage of the vast knowledge of information that resides in the field to quickly develop useful tactics, techniques, and procedures. ALSA JWGs are normally convened from Tuesday through Friday of a given week. Our goal is to publish a draft for the SMEs to review after the first JWG. Then, if a second JWG is necessary, we invite experts back with the goal of revising, editing, and adjudicating comments from the first draft. Our goal is to publish a final coordination draft for worldwide review at the completion of the second JWG. Our working group schedules are posted on our Web site at <https://lad.dtic.mil/alsa>.

Without support from the field, we cannot effectively place multi-Service TTP in the field in a timely manner. The requirement for ALSA's products comes directly from the field. Even the articles in our *Air Land Sea Bulletin (ALSB)*; which consists of concepts that you, the warfighter, submit have spawned MTTP publications. As always we are looking for new and interesting topics for articles. Submit articles for the *ALSB* to its editor, Mr. Matt Weir, at alsaeditor@langley.af.mil or mailed them to the ALSA Center at 114 Andrews Street, Langley AFB 23665.

ALSA's Web site provides a one-stop resource to current and developing ALSA products, upcoming projects, joint working groups, and *ALSBs*. You can access it through a .mil domain at <https://lad.dtic.mil/alsa>. We welcome any and all ideas on how we might continue our mission of, "meeting the immediate needs of the warfighter."

CURRENT ALSA PUBLICATIONS

TITLE	DATE	PUB #	DESCRIPTION
AMCI: <i>Army and Marine Corps Integration in Joint Operations</i>	NOV 01	FM 3-31.1 (FM 90-31) MCWP 3-36	Describes the capabilities and limitations of selected Army and Marine Corps organizations and provides TTP for the integrated employment of these units in joint operations. The example used is C2 of a notional Army Brigade by a MEF or C2 of a MEB by an Army Corps. POC: Team F- <i>alsaf@langley.af.mil</i>
ARM-J: <i>Antiradiation Missile Employment in a Joint Environment, Classified SECRET</i>	JUL 02 (Under Revision /Incorporating with JSEAD)	FM 3-51.2 (FM 90-35) MCWP 3-22.1 NTTP 3-01.41 AFTTP(I) 3-2.11	Describes Service antiradiation missile platform capabilities, employment philosophies, ground/naval emitters, emitter ambiguities, and rules of engagement. Multi-Service procedures for antiradiation missile employment in a joint or multinational environment, with an emphasis on fratricide prevention. Current Status: Will be combined with ALSA JSEAD pub POC: Team A: <i>alsaa@langley.af.mil</i>
AVIATION URBAN OPERATIONS: <i>Multi-Service Procedures For Aviation Urban Operations</i>	APR 01	FM 3-06.1 (FM 1-130) MCRP 3-35.3 ANTP 3-01.04 AFTTP(I) 3-2.29	MTTP for the tactical-level planning and execution of fixed- and rotary-wing aviation urban operations. POC: Team E- <i>alsae@langley.af.mil</i>
BMO: <i>Bomber Maritime Operations, Classified SECRET</i>	JUN 00	MCRP 3-23 NTTP 3-03.5 AFTTP(I) 3-2.25	MTTP to inform bomber strike mission participants about typical fleet dispersal, and streamline communications procedures. Conversely, it assists naval strike planners to more efficiently utilize bomber assets and improve joint training opportunities. Current Status: Pub will transition to the USN Fall 03. POC: Team E- <i>alsae@langley.af.mil</i>
BREVITY: <i>Multi-Service Brevity Codes, Distribution Restricted</i>	JUN 03	FM 3-54.10 (FM 3-97.18) MCRP 3-25B NTTP 6-02.1 AFTTP(I) 3-2.5	A dictionary of multi-Service use brevity codes to augment JP 1-02, DOD Dictionary of Military and Associated Terms. This pub standardizes air-to-air, air-to-surface, surface-to-air, and surface-to-surface brevity code words in multi-Service operations. POC: Team F- <i>alsaf@langley.af.mil</i>
COMCAM: <i>Multi-Service Tactics, Techniques, and Procedures for Joint Combat Camera Operations</i>	MAR 03	FM 3-55.12 MCRP 3-33.7 ANTP 3-13.12 AFTTP(I) 3-2.41	This publication fills the void that exists regarding combat camera doctrine, and assists JTF commanders in structuring and employing combat camera assets as an effective operational planning tool. POC: Team G- <i>alsag@langley.af.mil</i>
EOD: <i>Multi-Service Procedures for Explosive Ordnance Disposal in a Joint Environment</i>	MAR 01	FM 4-30.16 MCRP 3-17.2 CNTTP 3-02.5 AFTTP(I) 3-2.32	Provides guidance and procedures for the employment of a joint explosive ordnance disposal (EOD) force. The manual assists commanders and planners in understanding the EOD capabilities of each Service. POC: Team B- <i>alsab@langley.af.mil</i>
ICAC2: <i>Multi-Service Procedures for Integrated Combat Airspace Command and Control</i>	JUN 00 (Will be reassessed upon publication of JP 3-52)	FM 3-52.1 (FM 100-103-1) MCRP 3-25 DNTP 3-52.1 (Rev A) AFTTP(I) 3-2.16	Provides detailed TTP for airspace C2 to include specialized missions not covered in JP 3-52, Doctrine for Joint Airspace Control in a Combat Zone. Includes specific information on interfaces and communications required to support integrated airspace control in a multi-Service environment. Current Status: Attempting to incorporate information into JP 3-52. Pub will be retained until it is determined information is accepted. POC: Team D- <i>alsad@langley.af.mil</i>
IDM: <i>Multi-Service Tactics, Techniques, and Procedures for Improved Data Modem Integration Distribution Restricted</i>	MAY 03	FM 6-02.76 MCRP 3-25 GNTP 6-02.3 AFTTP(I) 3-2.38	This publication provides digital connectivity to a variety of attack and reconnaissance aircraft; facilitates exchange of near-real-time targeting data and improves tactical situational awareness by providing a concise picture of the multi-dimensional battlefield. POC: Team C- <i>alsac@langley.af.mil</i>
IFF: <i>MTTP for Mk XII IFF Mode 4 Security Issues in a Joint Integrated Air Defense System, Classified SECRET</i>	JAN 03	FM 3-01.61 MCWP 3-25.11 NTTP 6-02.4 AFTTP(I) 3-2.39	The publication educates the warfighter to security issues associated with using the Mark XII IFF Mode 4 Combat Identification System in a joint integrated air defense environment. It captures TTP used today by the warfighter that can address those security issues. POC: Team A- <i>alsaa@langley.af.mil</i>
JAAT: <i>Multi-Service Procedures for Joint Air Attack Team Operations, Revision is Distribution Restricted</i>	JUN 98 (Under Revision)	FM 3-09.33 (FM 90-21) MCRP 3-23.A NTTP 3-01.03 AFTTP(I) 3-2.10	Provides tactics for joint operations between attack helicopters and fixed-wing aircraft performing close air support (CAS). Current Status: First joint working group scheduled for 28-31 Oct 03 at Nellis AFB, NV. POC: Team A- <i>alsaa@langley.af.mil</i>
JAOC/AAMDC: <i>Multi-Service Procedures for Joint Air Operations Center and Army Air and Missile Defense Command Coordination, Revision is Distribution Restricted</i>	JAN 01 (Under Revision)	FM 3-01.20 MCRP 3-25.4A NTTP 3-01.6 AFTTP(I) 3-2.30	Addresses coordination requirements between the Joint Air Operations Center and the Army Air and Missile Defense Command. Assists the JFC, JFACC, and their staffs in developing a coherent approach to planning and execution of AMD operations. Current Status: Final Coordination Draft in world wide review. POC: Team D- <i>alsad@langley.af.mil</i>

(Organization updates continued on next page)

CURRENT ALSA PUBLICATIONS (CONT.)

TITLE	DATE	PUB #	DESCRIPTION
JATC: <i>Multi-Service Procedures for Joint Air Traffic Control</i>	JUL 03	FM 3-52.3 (FM 100-104) MCRP 3-25A NTTP 3-56.3 AFTTP(I) 3-2.23	Ready reference source for guidance on ATC responsibilities, procedures, and employment in a joint environment. Discusses JATC employment and Service relationships for initial, transition, and sustained ATC operations across the spectrum of joint operations within the theater or area of responsibility. POC: Team F-alsaf@langley.af.mil
J-FIRE: <i>Multi-Service Procedures for Joint Application of Firepower, Distribution Restricted</i>	NOV 02	FM 3-09.32 (FM 90-20) MCRP 3-16.6A NTTP 3-09.2 AFTTP(I) 3-2.6	A pocket-size guide of procedures for calls for fire, CAS, and naval gunfire. POC: Team A-alsaa@langley.af.mil
JIADS: <i>Multi-Service Procedures for Joint Integrated Air Defense System, Distribution Restricted</i>	JUN 01	FM 3-01.15 MCRP 3-25E NTTP 3-01.8 AFTTP(I) 3-2.31	This publication provides joint planners with a consolidated reference on Service air defense systems, processes, and structures, to include integration procedures. Current status: First working group scheduled for 8-12 Dec 03 POC: Team D-alsad@langley.af.mil
JSEAD: <i>Suppression of Enemy Air Defenses, Classified SECRET</i>	SEP 00 (Under Revision)	FM 3-01.4 MCRP 3-22.2A NTTP 3-01.42 AFTTP(I) 3-2.28	This publication provides detailed, classified tools for air operations planners and SEAD warfighters to aid in the planning and execution of SEAD operations in the joint environment. Incorporating ARM-J into this revision. Current Status: Preparing Final Coordination Draft POC: Team A-alsaa@langley.af.mil
JSTARS: <i>Multi-Service Tactics, Techniques, and Procedures for the Joint Surveillance Target Attack Radar System, Distribution Restricted</i>	MAR 03	FM 3-55.6 (FM 90-37) MCRP 2-1E NTTP 3-55.13 (Rev A) AFTTP(I) 3-2.2	This publication provides procedures for the employment of the Joint Surveillance Target Attack Radar System (JSTARS) in dedicated support to the JFC. Revision will be unclassified. The unclassified revision describes multi-Service TTP for consideration and use during planning and employment of the JSTARS. POC: Team D-alsad@langley.af.mil
JTF IM: <i>Multi-Service Procedures for Joint Task Force Information Management, Rev. is Distribution Restricted</i>	APR 99 (Under Revision)	FM 6-02.85 (FM 101-4) MCRP 3-40.2A NTTP 3-13.1.16 AFTTP(I) 3-2.22	This publication describes how to manage, control, and protect information in a JTF headquarters conducting continuous operations. Current status: Awaiting command approval. POC: Team G-alsag@langley.af.mil
JTF Liaison Officer Integration: <i>Multi-Service Tactics, Techniques, And Procedures For Joint Task Force (JTF) Liaison Officer Integration</i>	JAN 03	FM 5-01.12 (FM 90-41) MCRP 5-1.B NTTP 5-02 AFTTP(I) 3-2.21	This publication defines liaison functions and responsibilities associated with standing up a JTF. POC: Team B-alsab@langley.af.mil
JTMTD: <i>Multi-Service Procedures Joint Theater Missile Target Development, Revision is Distribution Restricted</i>	OCT 99 (Under Revision)	FM 3-01.51 (FM 90-43) MCRP 3-43.3A NTTP 3-01.13 AFTTP(I) 3-2.24	The JTMTD publication documents TTPs for threat missile target development in early entry and mature theater operations. It focused on providing a common understanding of the threat missile target set and information on the component elements involved in attack operations target development. It also focused on IPB methodology as applied to developing the target set, to include sensor employment considerations. Current Status: Awaiting command approval. POC: Team D-alsad@langley.af.mil
NLW: <i>Tactical Employment of Nonlethal Weapons</i>	JAN 03	FM 3-22.40 (FM 90-40) MCWP 3-15.8 NTTP 3-07.3.2A FTTP(I) 3-2.45 USCG Pub 3-07.31	This publication supplements established doctrine and TTP; provides a source of reference material to assist commanders and staffs in planning and coordinating tactical operations; and incorporates the latest lessons learned from real world and training operations, and examples of TTP from various sources. POC: Team C-alsac@langley.af.mil
RECCE-J: <i>Multi-Service Procedures for Requesting Reconnaissance Information in a Joint Environment</i>	JUN 96	A: FM 3-55.43 (FM 34-43) M: MCRP 2-2.1 (MCRP 2-1D) N: 3-55.2 AF: 3-2.13	RESCINDED 30 JUL 03 POC: Team G-alsag@langley.af.mil
REPROGRAMMING: <i>Multi-Service Tactics, Techniques, and Procedures for Reprogramming of Electronic Warfare and Target Sensing, Distribution Restricted</i>	JAN 03	FM 3-51.1 (FM 34-72) MCRP 3-40.5B NTTP 3-13.1.15 AFTTP(I) 3-2.7	This publication supports the JTF staff in the planning, coordinating, and executing of reprogramming of electronic warfare and target sensing systems as part of joint force command and control warfare operations POC: Team G-alsag@langley.af.mil
RM: <i>Risk Management</i>	FEB 01	FM 3-100.12 (FM 5-19.1) MCRP 5-12.1C NTTP 5-03.5 AFTTP(I) 3-2.34	It provides a consolidated multi-Service reference, addressing risk management (RM) background, principles, and application procedures. To facilitate multi-Service interoperability, it identifies and explains the RM process and its differences and similarities as applied by each Service. POC: Team C-alsac@langley.af.mil

CURRENT ALSA PUBLICATIONS (CONT.)

TITLE	DATE	PUB #	DESCRIPTION
SURVIVAL: <i>Multi-Service Procedures for Survival, Evasion, and Recovery, Distribution Restricted</i>	MAR 03	FM 3-50.3 (FM 21-76-1) MCRP 3-02H NTTP 3-50.3 AFTTP(I) 3-2.26	This publication provides a weather-proof, pocket-sized, quick reference guide of basic survival information to assist Service members in a survival situation regardless of geographic location. Current status: Awaiting printing. POC: Team B -alsab@langley.af.mil
TADIL-J: <i>Introduction to Tactical Digital Information Link J and Quick Reference Guide</i>	JUN 00	FM 6-24.8 (FM 6-02.241) MCRP 3-25 NTTP 6-02.5 AFTTP(I) 3-2.27	This publication provides a guide for warfighters with limited or no experience or background in TADIL J and needing a quick orientation for supplemental or in-depth information. TADIL J is also known in NATO as Link 16. POC: Team C -alsac@langley.af.mil
TAGS: <i>Multi-Service Procedures for Theater Air Ground System, Revision is Distribution Restricted</i>	JUL 98 (Under Revision)	FM 3-52.2 (FM 100-103-2) MCWP 3-25F NTTP 3-56.2 AFTTP(I) 3-2.17	This publication promotes inter-Service awareness regarding the role of airpower in support of the JFC's campaign plan, increases understanding of the air-ground system, and provides planning considerations for the conduct of air-ground operations. Current status: Awaiting command approval. POC: Team D -alsad@langley.af.mil
TACTICAL RADIOS: <i>Multi-Service Communications Procedures for Tactical Radios in a Joint Environment</i>	JUN 02	FM 6-02.72 (FM 11-1) MCRP 3-40.3A NTTP 6-02.2 AFTTP(I) 3-2.18	This publication standardizes joint operational procedures for Single-Channel Ground and Airborne Radio Systems (SINCGARS) and provides an overview of the multi-Service applications of Enhanced Position Location Reporting System (EPLARS). POC: Team C -alsac@langley.af.mil
TMD IPB: <i>Multi-Service Procedures for Theater Missile Defense Intelligence Preparation of the Battlespace</i>	MAR 02	FM 3-01.16 MCRP 2-12.1A NTTP 2.01.2 AFTTP(I) 3-2.36	This publication provides a systematic and common methodology for analyzing the theater adversary missile force in its operating environment. POC: Team G -alsag@langley.af.mil
UXO: <i>Multi-Service Procedures for Unexploded Ordnance Operations (UXO)</i>	AUG 01	FM 3-100.38 MCRP 3-17.2B NTTP 3-02.4.1 AFTTP(I) 3-2.12	This publication describes hazards of unexploded ordnance sub-munitions to land operations, addresses UXO planning considerations, and describes the architecture for reporting and tracking UXO during combat and post conflict. POC: Team B -alsab@langley.af.mil

JDEIS Update: *This is Not Your Father's JEL!*

Development and testing of the Joint Doctrine Electronic Information System (JDEIS) "user function" Web Portal continues. The initial operational capability (IOC) Web site was launched in November 2002. A major Web site redesign was accomplished in August 2003 based on user feedback and testing. The site now has the following primary data sets: Joint Doctrine, Joint Education and Training, Joint Learning Resources, and a Service and ALSA Doctrine section. There are links to supplemental materials of potential interest to include a "Hot Links" section with topical linkages centered on current events and operations. Improved navigation and search capabilities along with upgraded instructions and tips can be found in the "About JDEIS" section. There also is an "E-Mail" link for user feedback and links to "Service" and "Combatant Command" sites.

JDEIS is receiving an average of 15,000 "hits" (page views) per week. Note the fully operational Joint Electronic Library (JEL) averages about 230,000 hits per week. Interestingly, site usage spiked significantly in the three weeks prior to Operation IRAQI FREEDOM, with a large percentage of hits coming from deployed forces.

Since JDEIS eventually will replace the JEL, work is underway to plan and manage the migration of data. Currently, JDEIS and JEL sites are sharing certain information (mostly education and training materials) through Internet hyperlinks to minimize duplication. As JEL-based data is incorporated into the JDEIS databases, the intent is to continue digitizing and interlinking the information to create the capability for tailored searches across various data sets, modeled on the current JDEIS joint doctrine database. The first major effort in this direction will soon be underway with the creation of a searchable electronic Universal Joint Task List (UJTL) database. (JDEIS contains a UJTL database but it is currently configured only to show UJTL task linkages to doctrine, and cannot be independently searched). As part of this effort, initial investigation also is being done to determine how best to enable the sharing of data with the Joint Training Information Management System (JTIMS). The JDEIS Document Developer Capability will also be evaluated for adaptation as a UJTL staffing and coordination tool. (The Document Developer Capability for joint doctrine development has reached Alpha demonstration capability and a test and evaluation plan is being considered). When fully operational, JDEIS will provide a Web Portal environment capable of supporting the information and coordination demands of the joint doctrine, education, and training community while significantly enhancing information support to the warfighter.

Please visit the redesigned and upgraded JDEIS Web Portal on the unclassified WWW at <http://jdeis.cornerstoneindustry.com/beta.jsp>. Your comments and feedback are critical to ensuring that JDEIS meets the needs of the joint warfighting community. For more information contact Col Gail Colvin, USAF, Joint Staff J-7/JDET, at (703) 692-6303 or e-mail: gail.colvin@js.pentagon.mil or Mr. Harry Simmeth, Cornerstone Industry, Inc., at (703) 575-4240 or e-mail: harry.simmeth@cornerstoneindustry.com.

(Organization updates continued on next page)

NEW ALSA PUBLICATIONS

TITLE	DATE	PUB #	DESCRIPTION
ADUS: MTTP for AIR DEFENSE of the United States, Classified SECRET	TBD	A: TBD N: NTTP 3-26.1.1A F: TBD	This MTTP supports planners, warfighters, and interagency personnel participating in air defense of the US by providing planning, coordination, and execution information. Pub is primarily focused at the tactical level. Includes Operation NOBLE EAGLE and Clear Skies Exercise lessons learned. Current Status: Final Coordination Draft in world wide review. POC: Team E-alsae@langley.af.mil
HF-ALE: Multi-Service Procedures for High Frequency-Automatic Link Establishment (HF-ALE) Radios	DEC 03	FM 6-02.74 MCRP 3-40.3E NTTP 6-02.6 AFTTP(I) 3-2.48	This MTTP will standardize high power and low power HF-ALE operations across the Services and enable joint forces to use HF radio as a supplement/alternative to overburdened SATCOM systems for over-the-horizon communications. Current Status: Awaiting command approval. POC: Team C-alsac@langley.af.mil
HAVE QUICK	TBD	A: FM 6-02.771 M: MCRP 3-40.3F N: NTTP 6-02.7A F: AFTTP(I) 3-2.49	MTTP will simplify planning and coordination of HAVE QUICK radio procedures and responds to the lack of HAVE QUICK TTP throughout the Services. Additionally, it will provide operators information on multi-Service HAVE QUICK communication systems while conducting home station training or in preparation for interoperability training. Current Status: Preparing publication for command approval. POC: TEAM C alsac@langley.af.mil
DETAINEE OPERATIONS	TBD	A: TBD M: TBD N: TBDA F: TBD	MTTP regarding "high-risk" detainee operations to include transporting, transferring and holding of the high-risk detainees. Current Status: First joint working group complete. Second joint working group scheduled 30 Sep-3 Oct 03. POC: TEAM B alsab@langley.af.mil
NON-JTAC CERTIFIED PERSONNEL PROCEDURES	TBD	A: TBD M: TBD N: TBDA F: TBD	JP 3-09-3 "JTTP for CAS" does not allow non-JTAC controllers to clear/control CAS, it does provide for observers (COLT, FIST, SOF) to pass targets to a JTAC during type 2/3 control. Although JP 3-09.3 says this is allowed, it provides no guidance to develop procedures for non-JTAC certified controllers to clear/control CAS in support of JP 3-09.3 Current Status: On hold until JP 3-09.3 is completed. POC: TEAM A-alsaa@langley.af.mil
UHF TACSAT FREQUENCY MANAGEMENT	TBD	A: TBD M: TBD N: TBDA F: TBD	Develop an MTTP for UHF TACSAT Frequency Management. Recent operations at JTF level have demonstrated difficulties in managing limited number of UHF TACSAT frequencies. Current methods/procedures require extensive manual tracking and manipulation. Current Status: First joint working group complete. Second joint working group scheduled 9-12 Sep 03. POC: TEAM C alsac@langley.af.mil
TST: MTTP for Targeting Time Sensitive Targets, Revision is Distribution Restricted	MAR 04	A: TBD M: TBD N: TBDA F: TBD	This publication provides the JFC, the JFC's operational staff, and components unclassified MTTP to coordinate, de-conflict, synchronize, and prosecute TSTs within any AOR. Combines Joint Fires Initiative/TST, Draft Navy/Air Force TST CONOPS, COMUSCENTAF Combined-Counter-SCUD CONOPS, and includes OIF and OEF lessons learned. Current Status: First SME draft written. Second joint working group scheduled for 7-10 Oct 03. POC: TEAM F alsaf@langley.af.mil
PEACE OPS: MTTP for Peace Operations	DEC 03	FM 3-07.31 MCWP 3-33.8 AFTTP(I) 3-2.40	This publication provides the tactical level guidance to the warfighter for conducting peace operations. Current Status: Awaiting command approval. POC: Team E-alsae@langley.af.mil

Coming Soon: *Joint Planners Handbook for Deployment Operations!!*

USJFCOM and USTRANSCOM are collaborating on a project to develop guidance for joint planners on deployment operations. USJFCOM JWFC Doctrine Group is performing the consolidation for USJFCOM J9. The *Joint Planners Handbook for Deployment Operations* will address operational actions during each of the four deployment phases within the context of crisis action planning (CAP), and sustainment planning. Numerous checklist and matrixes, e.g., Commander's Deployment Decision Matrix, associated with the guidance are provided. An extensive glossary of DOD and unique deployment and collaborative planning terms is included.

Collaborative planning is addressed in a lengthy appendix. It is designed to:

- Support interaction, communication, and decision making among military planners during (CAP).
- Provide a structured approach for using collaboration to support crisis action and deployment planning actions.
- Provide a methodology for creating collaboration checklists to support deployment activities.
- Provide military planners and other authorities with organizational collaborative task matrices that link crisis action items to the joint deployment operations architecture and collaborative tools.

The handbook is scheduled for publication by the close of 2003.

ALSA-MONITORED PROJECTS

(These are potential projects of interest, researched by ALSA, but not mature enough to move forward with an MTTP)

TITLE	DESCRIPTION
Global Hawk/U2 Dynamic Sensor Management	No TTP exists to direct and guide execution of direct downlink and sensor control handoff between services and components. Current direct downlink and sensor handoff procedures are ad-hoc, service-centric, and not well understood by joint warfighters and the Services. ALSA continues to monitor. POC: Team G-alsag@langley.af.mil
Information Warfare/Information Operations	JASC task for an ALSA Study to support a TRADOC Information Operations Concept Based Requirement System assessment. The purpose was to present an unbiased, objective perspective of issues in IW/IO doctrine. JP 3-13/3-13.1 update is now proceeding. ALSA continues to monitor (Since 1995). POC: Team G-alsag@langley.af.mil
GPS Vulnerability and Mitigation	Joint Global Positioning System Combat Effectiveness (JGPSCE) JT&E. The JGPSCE JT&E is studying GPS vulnerabilities, and techniques to mitigate the problem. Four test events are planned (GYPSYs A-D) that study the air, land, and sea tactical environments, and the joint operational environment. Currently in GYPSY C (Denying GPS to selected sensors, weapons and communications). ALSA continues to monitor (since 1998). POC: Team A-alsaa@langley.af.mil
Common Operational Picture (COP) Family of Interoperable Operational Pictures (FIOP)	Current COP initiative is FIOP. FIOP Mission: Satisfy requirement for a coherent, consistent, unambiguous, and tailorable view of the battlespace containing actionable, decision quality information. ADOCS is best working COP. Used in MC 02 and Operation IRAQI FREEDOM. Currently fielded in selected Combatant Commands. Will be covered in MTTP for TST. ALSA continues to monitor COP as a whole (Since 1998). POC: Team F-alsaf@langley.af.mil
Joint Close Air Support (J-CAS)	Produce an MTTP for CAS operations for the maneuver element. JP 3-09.3 does not have sufficient detail. Monitor progress/changes to revision of JP 3-09.3. Incorporate pertinent information into applicable ALSA pubs (i.e., JAAT and J-Fire). Universal Observer/Emergency CAS. ALSA continues to monitor (Since 1998). POC: Team A-alsaa@langley.af.mil
Unmanned Aerial Vehicles (UAV)	May 2001 Joint Doctrine Working Party voted to cancel JP 3-55.1, remove from joint doctrine hierarchy, and distribute appropriate comments into existing JPs. Concern is material from JP 3-55.1 will not be properly incorporated into existing JPs. ALSA continues to monitor (Since 1998). POC: Team G-alsag@langley.af.mil
Maneuver Control System/Tactical Combat Operations (MCS/TCO)	USJFCOM is overseeing initiative to help the Army and Marines to make their respective MCS and TCO C2 System interoperable. Tests have uncovered technical deficiencies that may require doctrinal or procedural solutions requiring a MTTP. USJFCOM has asked ALSA to determine whether a MTTP would be appropriate-it is not at this time. ALSA continues to monitor. POC: Team F-alsaf@langley.af.mil
Homeland Security	TRADOC/DCSDCS initiative to consider ALSA handbook for civil support. First Draft review of JP 3-26 initiated by JS J-7 on 6 Jan 03. ALSA continues to monitor (Since 2002). POC: Team E-alsae@langley.af.mil
Joint Battle Damage Assessment (JBDA)	No BDA structure/TTP exist. Mobile target processes is a primary TTP shortcoming. Validation during UFL 03 this summer-report due out in November 2003. Final JBDA report due Dec 04. ALSA continues to monitor (ALSA reps observed BDA TTP during UFL). POC: Team G-alsag@langley.af.mil
Psychological Operations (PSYOP)	All four Services have forces either dedicated, or on call, to conduct some or all aspects of PSYOP. Additionally, each Service maintains PSYOP specific platforms and equipment that provide the Joint PSYOP TF /JFC a wide range of capabilities. No single source document provides the joint PSYOP TF/Service PSYOP provider with a consolidated TTP describing what capabilities exist within the Services, how to employ Service PSYOP capabilities and, more specifically, the techniques and procedures for distribution and dissemination of PSYOP products. This MTTP would fill that gap.Current Status: Services indicated no need for this MTTP currently. POC: TEAM B alsab@langley.af.mil

"All of the [close air support] issues catalogued above [from Operation ENDURING FREEDOM] are violations or aberrations of joint doctrine by either "letter" or intent."

From an Article in *Marine Corps Gazette*
March 2003, pg 35

32nd JOINT DOCTRINE WORKING PARTY

The 32nd JDWP was held from 7-9 October 2003. The minutes can be viewed from the CJCS JEL Web site at: http://www.dtic.mil/doctrine/working_party.htm.

JOINT PUBLICATION USER FEEDBACK

Everyone has the opportunity to make recommendations to improve JPs. Each JP solicits user comments. Comments received by the joint community will be included in the publication's formal assessment prepared by USJFCOM JWFC to help make joint doctrine the best warfighting guidance available. Submit JP changes or recommendations by e-mail to doctrine@jwfc.jfcom.mil.

(Organization updates continued on next page)

UNITED STATES ARMY WAR COLLEGE (USAWC)

By LTC Karl C. Thoma, USA, Joint/Army Concepts and Doctrine Officer

USAWC has a Joint and Army Concepts and Doctrine Directorate that is responsible for ensuring doctrine is fused appropriately within the curriculum. Our primary focus is at the strategic national and theater levels as our students work through an initial term designed to build knowledge in the areas of strategic leadership, national security policy and strategy, joint processes and land power development, implementing national military strategy, and campaign planning. That knowledge is then applied through regional strategic appraisals, electives, and a strategic crisis exercise. The Directorate also runs a General Officer Update Program, supports faculty development, provides doctrinal support for the Process for Accreditation of Joint Education or PAJE, and serves as the technical review authority for FM 3-93 (formerly FM 100-7), *The Army in Theater Operations*.

Prof John A. Bonin, our new Director, has replaced Prof Michael Morin, our long-time resident expert on joint doctrine and campaign planning. Prof Bonin, a former War College Department of Military Strategy Planning and Operations (DMSPO) faculty member, has a wealth of knowledge and experience on theater-level operations. He has provided theater-level planning expertise to combatant commanders and Army component command staffs in support of Operations ENDURING FREEDOM and IRAQI FREEDOM. LTC Karl C. Thoma completes the team as a Joint and Army Concepts and Doctrine Officer.

While very small, this directorate is able to leverage the knowledge and expertise of senior-level subject matter experts, both military and civilian, who serve here on the staff and faculty. We maintain a staff and faculty "Doctrinal Subject Matter Expert" listing and "smart" push/pull the latest doctrinal information throughout the college. Over the past year, our staff and faculty have reviewed and commented on numerous joint publications, field manuals, allied joint publications, Service and multi-Service publications, and concept papers.

Due to our focus at the strategic national and theater levels, we participated in the development of JP 5-00.1, *Joint Doctrine for Campaign Planning* (to be consolidated with JP 5-0, *Doctrine for Planning Joint Operations*) and reviewed and commented on JP 3-31, *Command and Control for Joint Land Operations* (Final Coordination)." Further, we will provide doctrinal support to our Department of Military Strategy Plans and Operations in their efforts to develop a Joint Force Land

Component Commander Flag Officer Course for the Army.

This shop works hard to insure that our curriculum remains doctrinally based while simultaneously assisting the Department of the Army staff with joint doctrine development and maintenance, and providing expertise in theater-level operations to Army Service component and Army forces commanders. We look forward to working with other members of the Army Training and Doctrine Command (TRADOC) when USAWC is integrated into TRADOC effective 1 October 2003.

LTC Karl C. Thoma can be contacted at DSN 242-3398/COMM (717) 245-3398.



KEY INTERNET/SIPRNET SITES

CJCS Joint Doctrine:

- Internet: <http://www.dtic.mil/doctrine>
<http://jdeis.cornerstoneindustry.com/>
- SIPRNET: <http://nmcc20a.nmcc.smil.mil/dj9j7ead/doctrine/index.html>
- DOCNET: <http://www.dtic.mil/doctrine/tointer.htm>

CJCS Directives: <http://www.dtic.mil/CJCS-directives/>

Presidential Directives and Executive Orders:

<http://www.fas.org/irp/offdocs/direct.htm>

DOD Directives: <http://www.dtic.mil/whs/directives>

Joint Chiefs of Staff: <http://www.dtic.mil/jcs/>

USJFCOMJWFC:

<https://www-secure.jwfc.jfcom.mil/protected>

JWFC Research Library: <http://elib1.jwfc.js.mil>

Joint Center for Lessons Learned Database:

SIPRNET: <http://www.jwfc.jfcom.smil.mil/jcll/>

Army Training and Doctrine Digital Library:

<http://www.adtdl.army.mil/atdls.htm>

TRADOC: <http://www-tradoc.army.mil/>

Center for Army Lessons Learned:

<http://call.army.mil/>

Naval Warfare Development Command:

<http://www.nwdc.navy.mil/library/library.asp>

Navy Online: <http://www.ncts.navy.mil/nol/>

Navy Directives: <http://neds.nebt.daps.mil/>

Air Force Doctrine Center:

<https://www.doctrine.af.mil/>

MCCDC, Doctrine Division:

<https://www.doctrine.usmc.mil/>

USEUCOM Publications:

<http://www.eucom.mil/publications/index.htm>

Air Land Sea Application Center:

• Internet: <https://lad.dtic.mil/alsa>

• SIPRNET: <http://wwwacc.langley.af.smil.mil/alsa>

Department of Homeland Security:

<http://www.whitehouse.gov/deptofhomeland/>

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response to a RDD more specifically because we have a mature, tested process that provides a reasonable approximation—nuclear weapons accident response.

Nuclear weapons accident response has been evolving almost as long as the nuclear weapon itself. Nuclear weapons accident response is based on a weapon that has not produced a nuclear yield; as such, it deals more closely with the issues that might be associated with a RDD. In fact, if a nuclear weapon can be seen as a potential RDD—it is a mass of radiological material combined with an dispersion mechanism, a high explosive. Relevant issues include detection of the nuclear weapon, rendering the weapon safe, dispersal of radioactive material, mitigation of hazardous material scatter, risk communication, and long-term clean-up, to name a few. Consequence management for a nuclear weapon accident has well-defined doctrine, specific roles and responsibilities for agencies, and tested procedures and plans for response.

THE FIRST STEPS

Specific policy guidance should be written in the FRERP. We can define RDD response policy explicitly. In accordance with current guidance, the overall LFA for a RDD is the FBI, which also would be the LFA for crisis management, to include investigation, intelligence, and law enforcement. The LFA for consequence management in most cases would be FEMA. The exception to this would be a RDD incident on a DOD installation. In that instance, the Department of Defense would probably assume the consequence management LFA role, with FEMA in support.

Next, a list of resources should be developed to address a RDD response. This would be a database of available local, State, and federal resources available to address the response aspects of a RDD incident. This would be similar to the Nuclear Accident Response Capabilities List (NARCL). Indeed, much can be assimilated from the NARCL database, currently being populated by DTRA, as the assets necessary to address a nuclear weapon accident would be similarly useful in a RDD incident.

Also needed is a manual of procedures that addresses the aspects of a RDD response. This manual could be similar to the DOD's Nuclear Weapons Accident Response Procedures (NARP). Like the NARCL, much of the NARP can be assimilated into a RDD procedures manual. At the very least, the functions addressed within the NARP, (such as perimeter control, medical, public affairs, legal, bioassay, contamination control, among many others) would provide a template for development of this manual.

From these core documents would flow specific doctrine and procedures as needed. Again, with the similarities between the RDD response and the mature nuclear weapon accident response, it is probable that much of the work will be the adaptation of what already exists.

Courses must be developed to train assets on these newly developed policies and plans. These courses can be addendums to existing courses (e.g., the Defense Nuclear Weapons School's Radiological Accident Command, Control, and Coordination course) or may be developed as stand-alone courses. A training plan for response assets should dictate requirements for initial and refresher training and which groups are required to attend.

The final step in preparation for a RDD incident is the exercise of these formally codified plans, doctrine, procedures, policy, and the feedback of lessons learned from the exercises into these documents. It is worth restating the obvious value of exercises. A properly run exercise serves as training for involved assets, identifies difficulties and disconnects in plans and procedures, and allows the formulation of solutions to these problems both within the exercise and during the post-exercise analysis. Exercises should be held regularly at all levels of involvement, from local and state response to full federal response and from tabletop command center exercises through full real-time field exercises.

There has yet to be a RDD incident within the United States. The many priorities of homeland defense and security might suggest that precious time and resources are better spent in known, historically based threats. The RDD threat, however, is credible. This, combined with the relative ease that radiological materials can be constructed and engineered to form a dispersal device makes this eventuality very feasible operationally. Radiation sources are constantly traveling US highways, are in hospitals, used in manufacturing, in science and research, and countless other positive ways that greatly benefit humanity. But, even a small amount of radiological material in the wrong hands could have catastrophic consequences.

There is work within a number of Government agencies to address RDD response issues. As the fundamentals of the homeland defense continue to evolve, it will become even clearer that a concerted approach to RDD responses is not only warranted, but a necessity. This much needed "laser-focus" in the development of distinct policy and procedures on responding to RDD's can only become a reality if the old agency/department walls are torn down and a new, more open, partnership is subsequently forged. The security of this great nation demands no less.

About the Author and Acknowledgements

Captain Alvin Lee, USAF, is the Chief of Accident Response and an instructor at the Defense Nuclear Weapons School, Defense Threat Reduction Agency. The author gratefully acknowledges the significant contributions of Mr. Anthony Russell, FEMA, especially in the conclusion and in the explanations of the roles of FEMA and CSTs.



CONCEPTS & TERMINOLOGY: A NEW VISION OR A NINTH LANGUAGE

By Mr. Michael Bulawka, Joint Doctrine Analyst,
Anteon Corporation, NWDC Doctrine Department

The joint community and all Services are actively engaged in developing concepts for the employment of forces and capabilities in 2015 and beyond. This is crucial to the US military's ability to adapt to the strategic environment and counter any potential adversary's capabilities. What isn't required, or desired, is the development of a "new" language to explain these concepts. While use of military jargon and lexicons is expected, using unnecessary buzzwords and newly created acronyms hinders our ability to understand these new visions and may contribute to difficulty in their gaining acceptance.

The US Armed Forces have a resource that might help address this concern—the Terminologist. Each Service and the Joint Staff have one. The role of this community can be loosely described as developing and gaining consensus and acceptance of the verbiage that should be used to facilitate the operations and activities of our joint forces. There are even DOD and CJCS Instructions that define the roles and responsibilities of terminologists. But the question is, "Are they involved in developing concept papers?" My guess is no, or at best, only as an afterthought.

Words count! Many of us have heard the old joke about how each of the Services reacted when given the mission to "secure the building." The reason it gets a good laugh is because many can relate to it. It has a grain of truth. Words, concepts, and even orders mean different things to different people. Our experience, education and culture all contribute to how we interpret things. Fortunately, we have come to understand that to enable operations, mitigate risks, save lives, and reduce costs we must speak a common language. This is as important today as it was a decade or generation ago. So why haven't we embraced this idea in our new concepts?

Unfortunately, terminologists are assigned to the Service and Joint Staff organizations responsible for doctrine and TTP. And everybody knows those assigned to develop doctrine, you know—those pedantic, little anal apertures (borrowed words)—wouldn't know a good idea if it bit them in the paycheck. Maybe that's a little harsh, maybe they are just too busy supporting the Service, joint, and Allied doctrine development processes.

Whatever the cause, we need to get a handle on how we describe our new operating concepts. Remember, "A picture is worth a thousand words." Don't use a thousand words and a ninth language to paint your vision. If we wish to expedite the transformation of our Armed Forces we must facilitate the understanding of these concepts. That means a common language. If it also means we need to alter the role of the terminologist, in the concept development process, so be it.



TERMINOLOGY CURRENCY

Users of JP 1-02, *DOD Dictionary of Military and Associated Terms*, should note that printed versions quickly become dated and they should go online to get the most current information. Navigate to: <http://www.dtic.mil/doctrine/jel/doddict/index.html>

PERSONNEL RECOVERY UPDATE

Joint Doctrine. Comments on JP 3-50, *Joint Doctrine for Personnel Recovery* (Revision First Draft), have been received by the USJFCOM Joint Personnel Recovery Agency (JPRA) and are being consolidated and sorted by the Joint Staff (JS). In coordination with JPRA, the JS will release a message announcing a joint working group to discuss the critical and major comments in preparation for the 2d draft.

JPRA Lessons Learned Program. Per recent JCS guidance, the JPRA now has a lessons learned program. This is JPRA J-7's responsibility and the lessons learned team is busy collecting PR data from all engaged theaters. Quite a bit has already been collected from Operation IRAQI FREEDOM. JPRA will analyze collected lessons learned and other data to develop DOD PR lessons learned and issues. The DOD PR lessons learned will benefit future planning and exercises and the issues will be coordinated for validation and resolution. JPRA intends to make these generally available to all through the USJFCOM Joint Center for Lessons Learned (JCLL) database. Our lessons learned team also will make liberal use of the general JCLL database for PR research.

The JPRA POC for JP 3-50 is Mr. Daniel R. Williams at (703) 704-2579 or DSN 654-2579, or e-mail:

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SIPRNET: daniel.williams@jpra.jfcom.smil.mil

TERMINOLOGY

By Mr. Tom Barrows, USJFCOM JWFC, Doctrine Support Team, Cornerstone Industry Inc.

"Despite anticipated changes in the operational environment, the nature of war remains the same. Even with high technology and the problem of information operations, war remains a nasty, brutal business in which people are killed and things are destroyed."

**COL James K. Greer, USA,
"Operational Art for the Objective Force,"
Military Review, Sep-Oct, 2002**

Colonel Greer has succinctly captured the essence of the near-term challenges our military forces face today. The absolute necessity to capture lessons learned in Operations ENDURING FREEDOM in Afghanistan and IRAQI FREEDOM in Iraq and incorporate these lessons in our doctrine is uppermost in the minds of Service and joint doctrine developers and trainers. Adding to this already daunting challenge are Department of Defense-mandated requirements to "transform the force." Although transformation means different things to different folks, let there be no doubt anywhere within the Department of Defense that transformation to some level already has commenced and will continue.

The Chiefs of the Services struggle daily to discharge their Chapter 6, title 10, USC, responsibilities to "equip, train, and deploy" forces ready to conduct operations that serve the strategic interests of our great Nation while concurrently seeking resources and methodologies to transform their forces. Joint doctrine developers and joint trainers can assist these efforts immeasurably by using approved joint terminology to the greatest extent possible. Joint concept developers also can ease both understanding and acceptance of newly emerging concepts by using approved joint terminology to explain and show the "value added" of these emerging concepts.

Actionable items from lessons learned in Operations ENDURING FREEDOM and IRAQI FREEDOM are moving slowly toward the "start gate" of the Joint Doctrine Development System. Initial analysis of some of these items indicates that a great deal of existing joint doctrine and joint terminology will be validated. I have noted that terminology related to some of the emerging joint concepts is being used to describe some of the lessons learned in Afghanistan and Iraq. We need to be very circumspect in our analysis of these potential lessons learned—we must ensure that we are indeed gathering new potential ways and means for accomplishing our missions, and that

we are not just validating our present ways and means by using new language.

In closing, I would recommend that those who may believe that "those assigned to develop doctrine, you know—those pedantic, little anal apertures (borrowed words)—wouldn't know a good idea if it bit them in the paycheck" review the previous 21 terminology columns that have appeared in this newsletter since Day 1. The joint and Service terminologists have kept the joint doctrine development community "facing and moving forward," no small task when you consider the number of "would-be terminology experts" who come "out of the woodwork" every few months.

As always, keep your powder dry and be very careful out there.



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