



A Common PERSPECTIVE

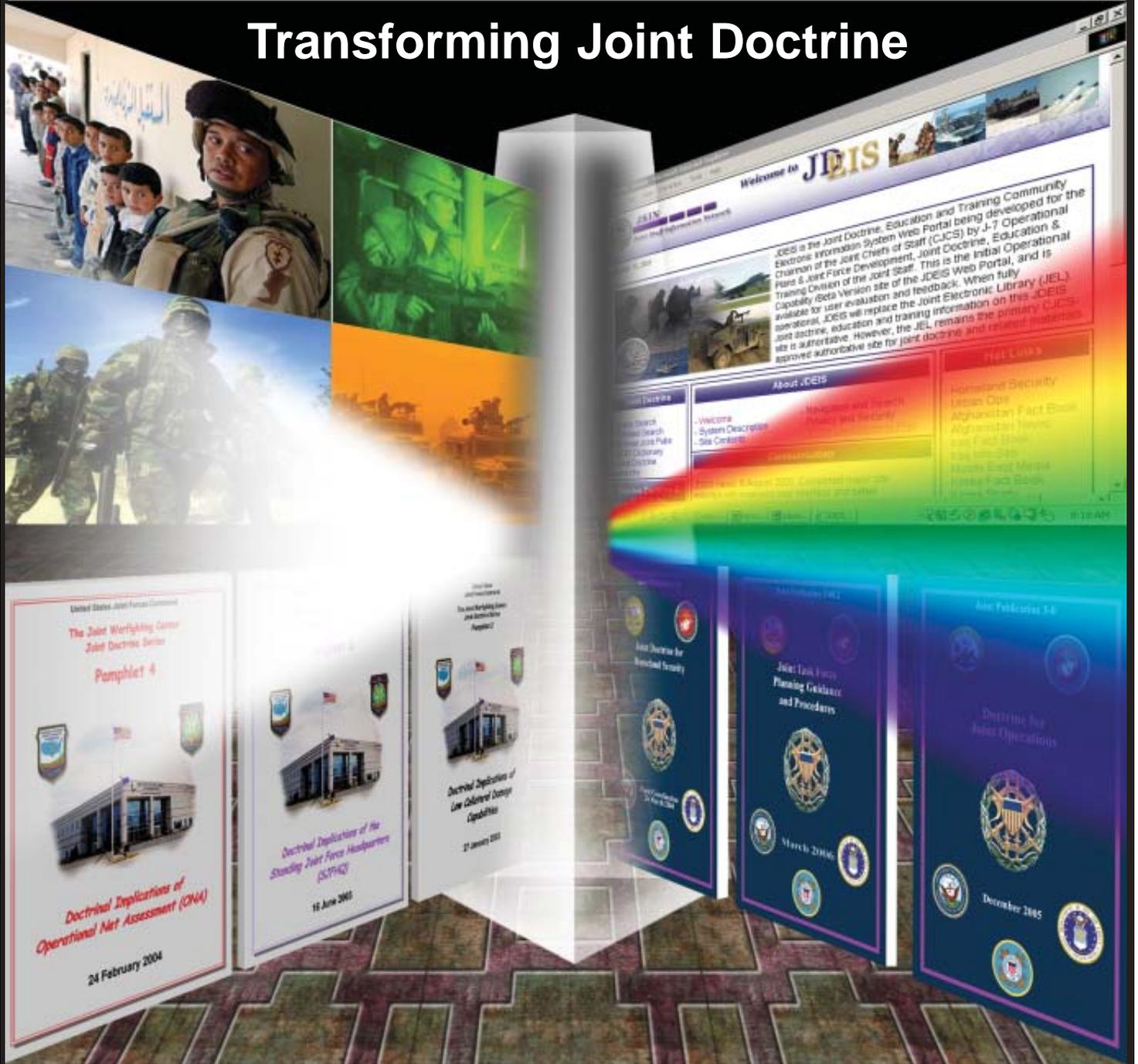
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Transforming Joint Doctrine



FROM THE EDITORS

While the military community has been struggling with their transformation, the pressure to "transform" joint doctrine has built to the point where action is being taken. This issue of *A Common Perspective (ACP)* focuses the readers' attention on proposed changes and additions to joint doctrine as a result of lessons learned from recent operations, maturing concept-based joint prototypes (e.g., standing joint force headquarters, effect-based operations [EBO]), and other doctrine developments and changes (e.g., homeland security, information operations construct, joint publications consolidation plan, joint doctrine electronic information system development). In our first article on page 6, LTC Rob Lott, from USJFCOM JWFC Doctrine and Education Group, outlines some recommended changes and additions to joint doctrine resulting from the Doctrine and Education Group's scrub of the *Operation IRAQI FREEDOM MCO Report* (i.e., OIF lessons learned). Our second feature article on page 8 discusses the key transformational changes proposed for the early revision of JP 3-0, *Doctrine for Joint Operations*. Our intent is to prompt thought and discussion that should bear fruit in the revision and consolidation of joint publications, to include the key revisions of JPs 3-0 and 5-00.2, *Joint Task Force Planning Guidance and Procedures*.

We also have included some articles on subjects that will influence and/or contribute to the transformation of joint doctrine. Mr. Tom McDaniel from the Doctrine Support Team has provided the first in a series of planned articles to elaborate on EBO. His article on page 13 covers the basic definition and description of EBO along with what is not EBO. Mr. Rich Rinaldo, a frequent contributor, outlines some thoughts on the transformation of joint doctrine in the information age beginning on page 17. Finally, our plank-holding contributor, Mr. Tom Barrows, highlights some pertinent terminology issues on page 37.

This issue also features several updates on joint publications and doctrine organizations. A status update for JP 3-26, *Joint Doctrine for Homeland Security*, is provided on page 16. Starting on page 23, there are

organizational updates for JS J-7/Joint Doctrine Branch; the Army, Air Force, Navy, and Marine Corps joint doctrine shops; and the Air-Land-Sea Application (ALSA) Center. These summaries contain useful information regarding the status of key Service, joint, and multi-Service publications those organizations are writing or revising. In particular, the Marine Corps update contains an extended discussion on the Marine Corps Doctrine Publications Series and the ALSA Center update provides a detailed status on each of their publications and projects. Further, the Air Force Doctrine Center's update announces their near term move from Langley AFB, VA, to Maxwell AFB, AL.

The theme for our next issue will focus on "stability 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.

Michelle Burkhart

MAJ Michelle Burkhart, USA
Executive Editor

Josiah McSpedden
R.C. Hubner

Josiah McSpedden & Bob Hubner
Managing Editors

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MESSAGE FROM THE COMMANDER, USJFCOM JWFC

By MajGen Gordon C. Nash, USMC

I'm pleased to report that during my tenure, the JWFC Doctrine and Education Group, and the joint doctrine development community as a whole, have recognized the need to keep pace with the transformation of the military and have taken steps to transform joint doctrine accordingly. The articles in this edition outline many of these transformational efforts. Further, with approval of CJCSI 5120.02, *Joint Doctrine Development System*, which is replacing JP 1-01 by the same name, the joint doctrine development process will become more capable of addressing change through joint test publications. The Doctrine and Education Group has evolved as well. The recent addition of the Education Branch provides the capability to directly impact our joint forces through the education of its leaders on joint doctrine. Leaders at all levels must understand, teach, and apply joint doctrine as they prepare and train the men and women of the Armed Forces of the United States for joint force employment.

Doctrine and Education Group has just completed an exhaustive analysis of the *Operation IRAQI FREEDOM Major Combat Operations Report* (lesson learned). LTC Rob Lott's article on page six outlines some of the changes planned for joint doctrine based on their analysis. The results of that analysis also will be presented at the 33rd Joint Doctrine Working Party in May 2004. Already, we are witnessing the beneficial effects as these lessons influence the revision of joint doctrine in 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*. Further, lessons from recent and current operations will continue to provide the basis for new joint guidance, which will impact other joint publications as they proceed through the development or maintenance process in the future.



Anticipating the impact of lessons learned, future concepts, and other recent developments; Doctrine and Education Group recommended a formal assessment of JP 3-0 last Fall. The assessment results published in February 2004 prompted the Joint Staff J-7 to initiate an early revision of JP 3-0 now. Mr. Bob Hubner's article on page 8 outlines the scope of JP 3-0's future transformation. We ask that the joint doctrine development community and joint warfighters be diligent and responsive to taskers and working groups conducted throughout its revision since this publication will have a significant impact on future joint operations and other joint publications.

Articles, after-action reports, and observations from recent exercises and operations also have underscored the validity of approved joint doctrine and the importance of reading and applying it. The key to maintaining and enhancing joint force effectiveness is the military leader's diligence in studying, applying, teaching, and ultimately improving joint doctrine, which provides the foundation for joint warfare. Consequently, all are encouraged to fully participate in the joint doctrine development process. Through participation at all levels of our Armed Forces, we will develop sound joint doctrine that will ensure our joint forces have the knowledge and foundation for successful joint warfare.

This is my last update to the joint doctrine development community as I move to my next assignment. It has been a rewarding experience working with all of you great professionals. Keep up the good work!



DOCTRINE AND EDUCATION GROUP UPDATES

By Col Fred Guendel, USAF, Chief, Doctrine and Education Group, USJFCOM JWFC

As the new Chief, I am honored to be leading the exceptionally experienced and motivated professionals in Doctrine and Education Group and the Doctrine Support Team (DST). I assure you that we always will be accessible to consider requests, answer questions, and accept inputs from the field. To provide the best guidance available to the warfighter, I encourage broad participation in the joint doctrine development process.

I plan to make full use of the talent in this group by placing the weight of effort on the transformation of joint doctrine through several assessments, revisions, and consolidations of joint publications that we are now or will be working. Doctrine and Education Group also will continue to support Training Group at joint exercises with joint doctrine expertise. Further, our new Concept Integration Branch will seek every opportunity to appropriately incorporate concept-based ideas in joint doctrine. Finally, our new Education Branch will initiate and support projects that promote both officer and enlisted joint professional military education. Accordingly, we welcome LtCol David Coggins and GySgt John Lipps to the Group.

DEVELOPMENT BRANCH

The past six months have been quite productive for the joint doctrine development community (JDDC). There were staff action suspenses due on 10 publications in various stages of development during that time. That is a considerable amount of work for JDDC to absorb along with responding to the numerous requests for feedback and attending working groups for joint and multinational publications. All involved deserve a huge thanks.

The next six months also will be very busy. One significant task will be development of JP 3-0's revision first draft (RFD) and its release for worldwide comment during August 2004. It is anticipated that the inclusion of lessons learned, maturing concepts, and recent developments in areas such as stability operations and information operations will transform our doctrine for joint operations. Quality feedback on this keystone publication will be essential to its successful revision. Further, it is essential for the continuing vitality and improvement of joint doctrine in general and the consistency of Service doctrine and procedures that everyone in the JDDC participates fully in the joint doctrine development process. Lead agents and joint doctrine developers can count on assistance and direction during the entire development process from the professionals in Development Branch as well as DST.

Another important task in work is the implementation of the "Joint Publication Consolidation Plan," as approved by the Joint Staff J-7. This effort has been proceeding smoothly, which is primarily attributable to quality and timely JP assessment and development inputs from the JDDC. Most importantly, we are beginning to turn out products with the recent release of the consolidated RFD for 4-02, *Doctrine for Health Service Support in Joint Operations*. Development Branch and DST are working six other consolidations—JPs 3-0 and 3-07; JPs 3-10 and 3-10.1; JPs 3-34 and 4-04; JPs 4-09, 4-01.3, and 4-01.4; JPs 3-05.1 and 3-05.2; and JPs 3-35 and 4-01.8.

While it is imperative that joint doctrine reflects 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 and other recent operations, the Development Branch can ensure that the warfighter has the most current and best joint doctrine available to accomplish their missions. With the imminent approval of CJCSI 5120.02, *Joint Doctrine Development System*, capturing some of the innovative ideas and emerging capabilities will be eased through the use of joint test publications. This is an exciting new change for the doctrine development community and should add vitality and improvement to joint doctrine.

For assistance contact MAJ Michelle Burkhart, USA, at DSN 668-6066 or e-mail: michelle.burkhart@jfc.com.mil.

ASSESSMENT BRANCH

The JWFC has completed three preliminary assessments and eleven formal assessments over the past six months. Of the three preliminary assessments, only one, JP 2-01.2, *Joint Tactics, Techniques, and Procedures for Counterintelligence Support to Operations*, resulted in a decision to conduct an early formal assessment. Three of the formal assessments supported the "Joint Publication Consolidation Plan" and involved multiple publications.

On three separate occasions over the past six months, the JWFC has responded to various requests from the JDDC calling for accelerated assessments. Specifically, the formal assessment of JP 3-13, *Joint Doctrine for Information Operations*, was compressed to a two-month process and conducted concurrently with the development of the program directive. The formal assessment of JP 3-0, *Doctrine for Joint Operations*, had a compressed analysis and reporting period of one month (not two) to support an accelerated revision in light of current events. Additionally, the formal assessment scheduling of JP 3-51, *Joint Doctrine for Electronic Warfare*, was initiated six months early in an effort to capture tactics, techniques, and procedures employed during Operations ENDURING FREEDOM and IRAQI FREEDOM.

Currently, there are one preliminary and five formal assessments in progress. These will be completed over

the Summer and early Fall of 2004. Additionally, over the next six months, the Assessment Branch will initiate one preliminary assessment and eight formal assessments. We appreciate your continued participation and feedback in the assessment and revision process.

For assistance contact LTC Robert Lott, robert.lott@jfc.com, DSN 668-7142, or Mr. Bob Brodel, robert.brodel@jfc.com, DSN 668-6186.

CONCEPT INTEGRATION BRANCH

We have discussed doctrine-related transformation initiatives in previous issues of *A Common Perspective (ACP)*. The October 2003 *ACP* described the relationship between concepts and doctrine, summarized a number of related actions such as the JS J-7's Joint Vision Integration Cell (JVIC), and discussed implications for joint doctrine development. This update will cover the current status of JWFC's "concept integration" activities and highlight key publications that are likely near-term targets for value-added, concept-based ideas.

JWFC's Doctrine and Education Group recently formed a Concept Integration Branch, currently manned by two DST contractors. This branch collaborates with USJFCOM's Joint Experimentation Directorate (J-9), the Standing Joint Force Headquarters Core Element (SJFHQ (CE)), and others to identify validated, value-added ideas that could improve joint doctrine in the near term. Future additional staffing is being considered.

On 24 February 2004, the JWFC Commander signed JWFC Pamphlet 4, *Doctrinal Implications of Operational Net Assessment (ONA)*. ONA is a current USJFCOM "prototype" associated with the SJFHQ(CE). It is intended as a new approach that has the potential to improve dramatically what we know about all elements of the battlespace. The Concept Integration Branch is developing other "operational implications" pamphlets on *Collaborative Information Environment (CIE)*, *Effects-based Operations (EBO)*, and *Joint Interagency Coordination Group (JIACG)*. The purpose of this "doctrine series" of pamphlets is to raise awareness, promote debate, and discuss doctrinal implications of the emerging ideas. You can download JWFC Pamphlets 1-4 at www.dtic.mil/doctrine/. Click on the "Other Publications" link in the "Global Resources" box.

USJFCOM continues to work with geographic combatant commands to implement the SJFHQ (CE). Doctrine and Education Group supports this effort with a joint doctrine integrated product team (IPT) that routinely collaborates with an overarching "implementation" IPT on doctrine-related issues and products such as the SJFHQ (CE) SOP. The draft SOP was distributed to the geographic combatant commands for staffing in mid April 2004. The intent is to publish an approved SOP by August 2004 to support the goal of fully operational SJFHQ core elements in the targeted combatant commands by the end of FY 05.

Important near-term targets for emerging concept-based ideas include JP 3-0, *Doctrine for Joint Operations*, and JP 5-00.2, *Joint Task Force Planning Guidance and Procedures*. The Concept Integration Branch will recommend line-out/line-in changes, which should appear in the revision first drafts of these and other key publications for consideration during the revision process. The October 2004 *ACP* will highlight these suggested changes.

For assistance contact Mr. Rick Rowlett or Mr. Tom McDaniel (see DST POC list on page 20) for any concept integration questions.

EDUCATION BRANCH

Lt Col, Cecelia Null, USAF, is the new Education Branch Chief. She will focus on officer joint professional military education (JPME) issues. GySgt John Lipps, USMC, is the new Deputy Education Branch Chief and enlisted JPME Coordinator.

USJFCOM JWFC supports the ongoing efforts to transform JPME through responsibilities assigned to USJFCOM in the CJCSI 1800.01B, *Officer Professional Military Education Program (OPMEP)*. This instruction promulgates the policies, procedures, objectives, and responsibilities for officer professional military education and JPME and is currently under review. The Education Branch also is working with the Joint Staff J-7, Joint Education Branch, and Service representatives on developing an enlisted professional military education program (EPMEP) and the "leadership competency" concept. The Commander, USJFCOM JWFC, serves as a principal member of the Military Education Coordinating Council (MECC), which is designed to address key educational issues, promote cooperation and collaboration among the MECC member institutions, and coordinate joint education initiatives.

USJFCOM sponsored a command senior enlisted leader (CSEL) CAPSTONE joint operations module (JOM) session on 27-28 April 2004. Command Sergeant Major (CSM) Mark Ripka, USA (CSEL USJFCOM) hosted the event at the Joint Training, Analysis, and Simulation Center in Suffolk, VA. CSELs from all the Services attended this milestone event. The JOM is similar to the CAPSTONE course that flag officers attend. CSM Ripka also is working with the National Defense University to develop a complete CAPSTONE course for CSELs. The new EPMEP will address the entire enlisted PME continuum and the CSEL CAPSTONE as part of executive level enlisted joint PME.

For assistance contact Lt Col Cecelia Null, e-mail: cecelia.null@jfc.com or DSN 668-7674; and GySgt John Lipps, e-mail: john.lipps@jfc.com or DSN 668-6974.



OPERATION IRAQI FREEDOM LESSONS LEARNED DOCTRINAL IMPLICATIONS

By LTC Rob Lott, USA, USJFCOM JWFC
Doctrine and Education Group

USJFCOM JWFC Doctrine and Education Group has completed a joint doctrinal implications review of the recently published *Operation IRAQI FREEDOM (OIF) Major Combat Operations (MCO) Report*. The USJFCOM Joint Lessons Learned Team (JLLT) deployed 30 personnel prior to the start of OIF and embedded them within USCENTCOM's various operational level headquarters. The *OIF MCO* report is a compilation of their findings. That report is classified SECRET NOFORN, dated 1 March 2004, and is available on the SECRET Internet Protocol Router Network (SIPRNET) at <http://www.jfcom.smil.mil/>. The *Joint Doctrinal Implications: OIF MCO* report is also SECRET NOFORN and is available on the SIPRNET Joint Electronic Library (JEL) Web site at <http://nmcc20a.nmcc.smil.mil/dj9j7ead/doctrine/index/html> under the "Other Publications" link.

This joint doctrinal implications review primarily was conducted using analysts from the USJFCOM JWFC Doctrine Support Team (i.e., Catapult Technology Ltd. and Cornerstone Industry Inc.) and recommends modifications and additions to existing joint doctrine along with specific subject areas that require assessment or monitoring. There were no doctrinal implications uncovered that required urgent changes to existing doctrine. This review does not contain any information on OIF Phase IV (Stability Operations) activities.

The joint doctrinal implications review is not intended to circumvent the joint doctrine development process in any way. Conversely, the intent is to provide a single source review of the *OIF MCO Report* and allow the joint doctrine development community (JDDC) to address all proposed changes within the framework of the joint doctrine development process. For example, JP 3-0, *Doctrine for Joint Operations*, is currently under revision. There are numerous recommendations within the review that propose changes to JP 3-0 such as adding guidance on operational preparation of the battlespace (OPB). These recommendations will be pursued during the revision process with the JDDC determining which merit inclusion or modification to joint doctrine. Hence, the joint community will have multiple opportunities to review and comment on all recommended changes. Some recommendations will require the assistance of subject matter experts (SMEs) from other organizations to further develop the topic prior to formally introducing the change.

The joint doctrinal implications review contains a review sheet for each of the 42 findings within the OIF MCO report. Below, is a condensed summary of select recommended joint doctrine changes and other findings.

Expand/change/update existing joint doctrine as follows:

- Make it clear that joint force commanders (JFCs) have the option of delegating operational control (OPCON) over forces attached or assigned to a functional component.
- Address the considerations of delegating command authorities to functional commanders, i.e., duration of command and control (C2) over forces, transfer status, mission requirements, etc.
- Develop a joint doctrine construct for campaign assessment.
- Address "shaping the battlespace" to include key elements/considerations in JP 3-0, *Doctrine for Joint Operations*, perhaps in the discussions on "phases of a joint campaign."
- Use the upcoming revisions of JPs 3-0 and 5-00.2, *Joint Task Force Planning Guidance and Procedures*, to vet potential effects-based operations (EBO) ideas in the context of emerging joint doctrine.
- Address, in greater detail, planning considerations for the use and defense against commercial imagery.
- Address, in greater detail, planning considerations for the quantity and type of public affairs resources.
- Develop and document in JP 3-13, *Joint Doctrine for Information Operations (IO)*, a method of assessing IO effects.
- Update JP 3-11, *Joint Doctrine for Operations in Nuclear, Biological, and Chemical (NBC) Environments*, to encompass new joint doctrine on sensitive site exploitation.
- Add more guidance on how to integrate special operations forces and conventional forces.
- Include OPB guidance and terminology in the revision of JP 3-0.
- Expand the discussion in JP 4-01.4, *JTTP for Joint Theater Distribution*, on the establishment of a joint theater logistic management element.

- Address application options of the Standing Joint Force Headquarters during the revisions of JPs 3-0 and 5-00.2.
- Develop guidance and vignettes that illustrate the beneficial aspects of USCENTCOM's OIF joint reception, staging, onward movement, and integration (JRSOI) model, particularly in the areas of joint integration within theater C2 and logistics functions.

The following doctrinal voids were identified:

- Sensitive Site Exploitation
- Capitulation
- Campaign Assessment
- Operational Preparation of the Battlespace

The following new terms require development of definitions:

- Overmatch
- Sensitive Site Exploitation
- Capitulation
- Campaign Assessment
- Operational Preparation of the Battlespace

The following areas require monitoring:

- Experimentation on joint intelligence surveillance and reconnaissance (JISR) and incorporate TTP once they are validated and determined to have value-added to joint doctrine.
- The results of the Joint Fires Initiative for incorporation into the revision first draft of JP 3-09, *Doctrine for Joint Fire Support*.
- The USJFCOM Joint Reserve Directorate's Mobilization Process Reform study to capture doctrine-related process reforms.
- US Marine Corps' efforts on dynamic airspace control during OIF-2 and incorporation of any revised TTP into joint doctrine.

Miscellaneous related findings.

- Conduct an assessment on contractor and civilian support in the battlespace to determine the joint community's doctrinal needs and, if appropriate,

develop JTTP. In the interim, develop a handbook on "Contractor and Civilian Support in the Battlespace" to provide the best available guidance for the JFC and the contractor/civilian force.

- Develop a planner's reference publication and online database that contains recommended planning factors for determining PA resources.
- Request the USJFCOM Joint Combat Identification Evaluation Team assess the merits of blue force tracking.
- Analyze the urban close air support concept of operations developed by the Combined Force Air Component Commander with a view toward incorporating the concept in the next revision of JP 3-09.3, *JTTP for Close Air Support (CAS)*.
- Conduct additional analysis and, if warranted, develop guidance concerning "capitulation" (i.e., distinctly distinguish it from surrender).

USJFCOM JWFC Doctrine and Education Group welcomes comments (see page 18 for POCs or e-mail: doctrine@jfc.com.mil) on the joint doctrinal implications review and looks forward to working with JDDC to improve our body of joint doctrine.



USJFCOM JWFC ELECTRONIC RESEARCH LIBRARIES

Using your Internet browser, go to the USJFCOM JWFC Electronic Research Library Home Page at <http://elib1.jwfc.jfc.com.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.
- **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.

TRANSFORMING OUR DOCTRINE FOR JOINT OPERATIONS

By Mr. Bob Hubner, USJFCOM JWFC Doctrine Support Team, Catapult Technology Ltd.

BACKGROUND

The last revision of JP 3-0, *Doctrine for Joint Operations*, was signed on 10 September 2001. Per the publication maintenance procedures in JP 1-01, *Joint Doctrine Development System*, USJFCOM JWFC completed a preliminary assessment of JP 3-0 in June 2003 that recommended conducting an early formal assessment. JS J-7/JEDD concurred during August 2003 and directed USJFCOM JWFC determine the need for an early revision. USJFCOM JWFC then released a formal request for feedback (RFF) on 30 September 2003 to the joint doctrine development community. Responses from the coordinating review authorities were received in mid January 2004.

It became evident while analyzing the responses that JP 3-0 needed to be revised early to keep pace with lessons learned from recent operations, maturing joint concepts, and other recent developments. Another key consideration was that the revision of JP 3-07, *Joint Doctrine for Military Operations Other Than War* (MOOTW), was stalled while waiting to be consolidated with JP 3-0 per the JS J-7 approved joint publication consolidation plan. However, the evidence and motivation for revising JP 3-0 early became overwhelming when the Chairman of the Joint Chiefs of Staff weighed in and expressed the view that we need "fresh doctrine on stability operations." Consequently, USJFCOM JWFC's formal assessment results provided to JS J-7 in mid February 2004 recommended an early revision of JP 3-0 now!

JS J-7 approved the formal assessment recommendation and a JP 3-0 program directive (PD) joint working group (JWG) was held from 23-24 March 2004. The JWG agenda, among many other items, included reaching consensus

on an approach to incorporating stability operations, maturing future concepts, lessons learned, and other new developments such as homeland security; and modifying the range of military operations. It also developed a draft PD for final coordination with the joint doctrine development community. That draft PD has been released and comments were due on 26 April 2004. The following paragraphs outline the JWG results in more detail and provide the consensus approach to transforming JP 3-0. Keep in mind that the joint doctrine development process will ultimately determine the validity and scope of these transforming ideas.

FRESH STABILITY OPERATIONS DOCTRINE

Defining and describing "stability operations" and placing it in the context of joint operations will be the center piece in transforming JP 3-0. Some of the ideas presented to the JWG to accomplishing this task can be summarized as follows:

- Replace MOOTW with stability operations as an umbrella construct (i.e., a set of operations) and ascribe to it some common principles and planning considerations. This is similar to the Army's approach which addresses most of the joint MOOTW types under stability operations and support operations. See Figure 1.

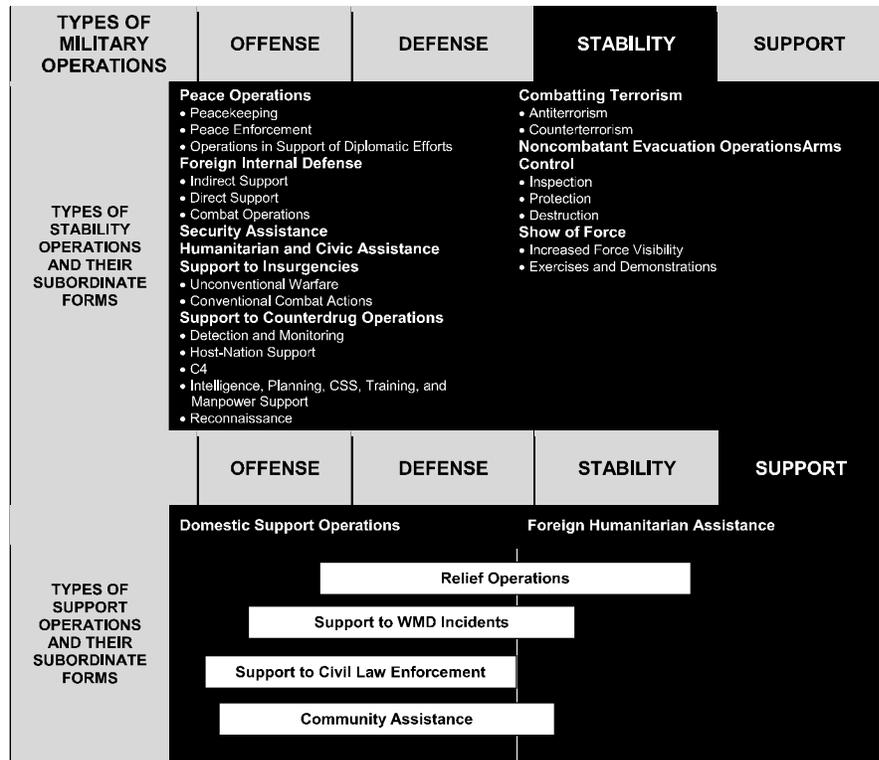


Figure 1. US Army Stability Operations and Support Operations
(Combination of Figures 1-2 & 1-3 in FM 3-07, *Stability Operations and Support Operations*)

- Address stability operations in the context of a separate campaign phase inserted between the decisive operations and transition phases (Figure 2), or as a major portion of the transition phase. Recent operations are revealing a prolonged "stability phase" rather than moving from the end of hostilities to a relatively short transition to host nation or third party control.

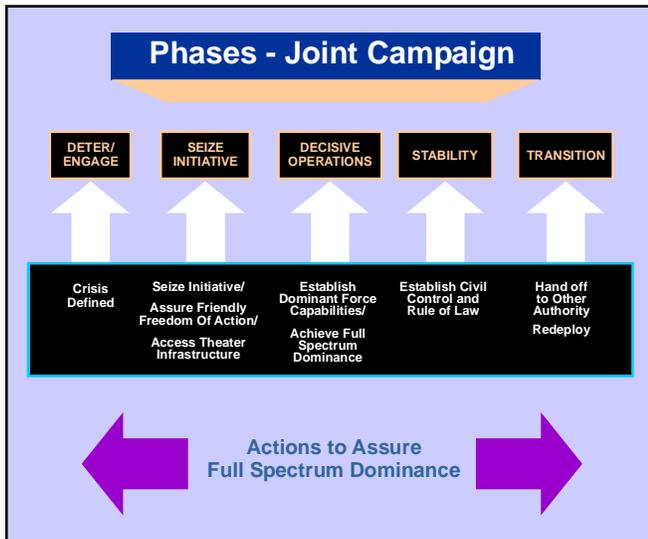


Figure 2. Joint Campaign Phases
(Modification of Figure III-4 in JP 3-0)

- Recognize that certain operations in concert with the other elements of national power are conducted before, during, and after combat operations to promote or establish stability. This is primarily an approach adopted by the SecDef-approved *Joint Operations Concepts*, the Joint Requirements Oversight Council-approved Memorandum 022-03, *An Evolving Joint Perspective: US Joint Warfare and Crisis Resolution in the 21st Century*, and USJFCOM's *Stability Operations Joint Operating Concept*, Version 0.85. But it also is consistent with the Army's view of stability operations in the context of offense, defense, and support operations.

The JP 3-0 PDJWG was unwilling to replace MOOTW with a stability and support operations construct and reluctant to insert a separate "stability phase" in the notional campaign phases discussed in Chapter III, "Planning Joint Operations." The JWG's general consensus was that stability operations should be addressed in the context of a new range of military operations from "security cooperation and deterrence – to – small-scale operations – to – campaigns and major operations (i.e., see discussion of the range of military operations below). JP 3-0 also should recognize that stability operations take on more or less prominence during the various phases of a campaign or major operation along the lines of the USA proposal in Figure 3.

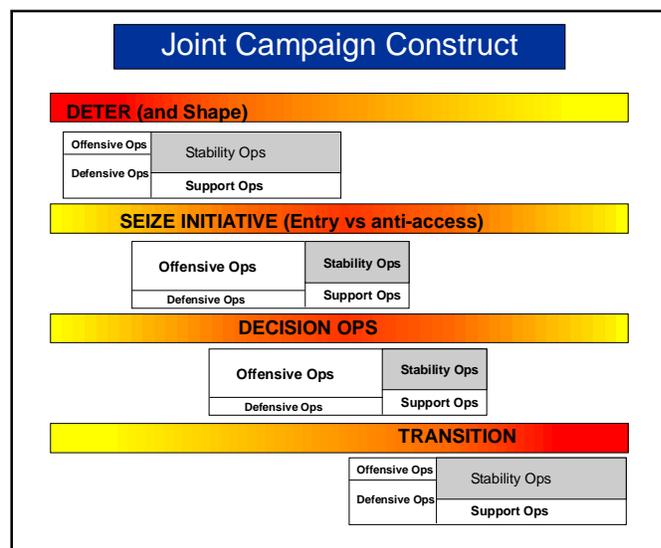


Figure 3. Proposed Joint Campaign Construct

MOOTW IS OUTA HERE—PROBABLY

The idea that JP 3-0 needed to address stability operations resulted in a number of related issues surfacing. A biggie was the compatibility of the term MOOTW and its construct with stability operations. As stated above, one way to address stability operations is to adopt a construct similar to the Army's as outlined in FM 3-07. That approach, along with the Army's "support operations" construct, is essentially a substitute for MOOTW. Therefore the Army and JS J-7/JEDD were prompted to recommend MOOTW be removed from the joint lexicon. Moreover, that recommendation was as much rooted in a growing view that held MOOTW was a bad term because MOOTW are conducted in both war and peace as it was in the anticipated clash of constructs. The JP 3-0 PDJWG considered the recommendation and, with the full realization that removing MOOTW from the joint lexicon will take years, they agreed to remove it. However, as mentioned above, the attendees did not agree to adopt a substitute stability and support operations construct (i.e., replace the MOOTW chapter with one on stability and support operations). Rather, the consensus view was to stop discussing war and MOOTW in JP 3-0 and focus on addressing the planning and execution of a more descriptive range of joint operations. Which brought the JP 3-0 PDJWG to:

CLARIFYING THE RANGE OF MILITARY OPERATIONS

Given that MOOTW was eliminated, it followed that the WAR to MOOTW scale on the range of military operations (Figure 4) was crippled. There is another problem with that scale—war is not an operation, it's a legal state of affairs between two or more nations. After much discussion, the JP 3-0 PDJWG recommended the
(Continued on next page)

RANGE OF MILITARY OPERATIONS		
Military Operations	General US Goal	Examples
COMBAT	War	Fight & Win Large-scale Combat Operations: Attack / Defend / Blockades
	NONCOMBAT Military Operations Other Than War	Deter War & Resolve Conflict Peace Enforcement / Noncombatant Evacuation Operations (NEO) Strikes / Raids / Show of Force Counterterrorism / Peacekeeping Counterinsurgency
Promote Peace & Support US Civil Authorities Antiterrorism / Disaster Relief Peacebuilding Nation Assistance Domestic Support Counterdrug / NEO		

Figure 4. Range of Military Operations
(Reprinted Figure I-1 from JP 3-0)

lead agent modify the range of military operations to reflect a three-tick scale from "security cooperation and deterrence - to - small-scale operations - to - campaigns and major operations." Further, the diagram and discussion on the range of military operations will be updated to reflect current goals from the *National Military Strategy* and example operations for each category. Furthermore, individual chapters will be reserved for discussing the unique aspects of the types of operations conducted under each tick on the range of military operations (e.g., Chapter IV, "Joint Operations in War," becomes "Campaigns and Major Operations").

CONCEPTS TO DOCTRINE

Doctrinaires possess a natural aversion to incorporating new concepts in joint doctrine no matter how current they seem. But, given the lengthy joint doctrine development process (about two years), the state of maturity of some concepts, and the use of concept-based lexicon and ideas in the field; it follows that the early revision of JP 3-0 should initiate doctrinal development of the following:

Effects-Based Operations (EBO). The effects-based approach to operations has four components: knowledge superiority, an effects-based planning process, dynamic and adaptive execution, and accurate and timely effects-based assessment. The JWG was not necessarily willing to address all EBO components or EBO as an operation, but rather to develop doctrine on an effects-based approach to campaign planning (i.e., link effects to campaign objectives, end state, and required actions) and the conduct of campaign assessment based on those planned effects. Note: Mr. Tom McDaniel's article on page 13 outlines the EBO basics.

The **Standing Joint Force Headquarters (SJFHQ)** is an adaptive command and control (C2) entity that each

geographic combatant command will establish by the end of CY 05. Its cross-functional structure, coupled with experienced personnel, enables it to be configured for the specific requirements of a particular mission and for the unique conditions of the theater of operations. It may be rapidly configured into a core C2 element for a joint task force wherever it is needed, while remaining sufficiently flexible to provide the combatant commander with the ability to tailor the organization and skill sets for theater-specific missions. There are three options to employing a SJFHQ per the USJFCOM concept as follows:

- **Option 1.** Use the SJFHQ director or another flag officer as the joint task force commander and augment the SJFHQ with combatant command staff.
- **Option 2.** Provide supplemental personnel to a Service component headquarters staff to facilitate their rapid transition to a crisis joint task force headquarters staff.
- **Option 3.** Remain at the combatant command headquarters to form the senior warfighting headquarters.

The JP 3-0 PD JWG envisioned a limited discussion of the SJFHQ and its employment options under as part of the current discussions on C2 and joint force organization.

The **Joint Interagency Coordination Group (JIACG)** is described in USJFCOM's *Concept Primer* as a "full-time, multifunctional advisory element of the combatant commander's staff that facilitates information sharing throughout the interagency community. Through habitual collaboration, it provides a means to integrate campaign planning efforts at the strategic and operational levels and throughout all US government agencies." JIACGs are or were functioning to some extent in all the geographic combatant commands for the global war on terrorism. The JIACG also is addressed in JP 3-08, *Interagency Coordination During Joint Operations Vol I (Revision Second Draft)*. Therefore, the JWG decided to discuss the role and responsibilities of the JIACG in the paragraph on "unified action" while leaving the specifics to JP 3-08, and to develop a vignette illustrating its utility in joint operations.

The **Collaborative Information Environment (CIE)** transforms joint planning and decision making from the traditionally hierarchical, sequential process to a more parallel, simultaneous method by allowing supporting staffs and other resources, separated by geography, time, and organizational boundaries, to interact without physically

meeting. Many of the procedures and tools associated with this concept are in use today. The JWG agreed to emphasize planning and operating within a CIE; address its utility to situational awareness, planning, and execution decision making; and to address reachback—but, leave detailed discussions to the 5-0 and 6-0 series publications.

LESSONS LEARNED TO DOCTRINE

Nonlinear Aspects of Warfighting. This subject is currently addressed in JP 3-0 on page IV-8. However, many of the RFF respondents expressed a need to expand the discussions to address the impact of simultaneous large-scale combat operations and MOOTW and information operations (IO). Further, they felt that nonlinear battlespace geometry and control measures should be outlined. The JWG agreed and suggested a vignette from Operation ENDURING FREEDOM (OEF) or Operation IRAQI FREEDOM (OIF) could lend some clarity to the subject.

Global Operations. There was agreement with some RFF respondents that more emphasis on joint operations on a global scale is needed. Some suggested improvements in this area are:

- Acknowledge the global threat and battlespace.
- Acknowledge global responsibilities and operations by USSOCOM and USSTRATCOM.
- Address planning, coordination, deconfliction, and command relationships between combatant commands.
- Use of IO.
- Intelligence requirements and information sharing.

SOF-Conventional Force Integration. This aspect of warfighting drew attention during OEF and OIF and was a subject of the USJFCOM Lessons Learned Team report on OIF major combat operations as discussed in LTC Lott's article on page 6. Further, USSOCOM is conducting a joint test and evaluation on this subject. The JWG decided that JP 3-0 should discuss SOF-conventional force integration in terms of the capabilities, limitations, and command relationships considerations; as part of linking objectives and tasks to capabilities available; and in vignettes from OEF and OIF.

RECENT DEVELOPMENTS TO DOCTRINE

Homeland Security (HS). The JP 3-0 PD JWG determined that JP 3-0 would address HS in a separate chapter. The purpose was to distinguish HS from the other

joint operations and provide a significant link and overview of the JP 3-26 series. The HS chapter will have major paragraphs on the HS framework and unique considerations. Some specific subject areas under consideration for inclusion are operations with the Reserve Component, sharing information with Federal, State, and local agencies, collaborative planning, and functional responsibilities. This chapter will track with JP 3-26, *Joint Doctrine for Homeland Security*, development which should be approved well before the JP 3-0 revision is approved.

Updating and Upgrading IO. JP 3-0 buries IO to the sub-subparagraph level under other planning considerations. Given the increased emphasis on IO in joint warfighting, the recent SecDef-approved *Information Operations Roadmap*, and fast-track revision of JP 3-13, *Joint Doctrine for Information Operations*; it seemed entirely appropriate to the RFF respondents and the JWG to upgrade and update the discussion of IO in JP 3-0. Consequently, the new IO construct of core capabilities (electronic warfare, psychological operations, operations security, military deception, and computer network operations), supporting capabilities (physical security, information assurance, counterintelligence, and physical attack), and related activities (public affairs and civil affairs) likely will be adopted. Further, IO will be elevated from the sub-subparagraph level to reflect its relative importance and discussions on IO across the range of military operations will be included. JP 3-0 will acknowledge USSTRATCOM's new IO role. As with HS and JP 3-26, the revised and new text will track with the revision of JP 3-13.

Principles of Joint Operations. JROC approved memorandum 022-03, *An Evolving Joint Perspective: Crisis Resolution in The 21st Century*, provides a discussion and table (Figure 5 on the next page) that illustrates a melding of the principles of war and MOOTW and the fundamentals of joint warfare from JP 1, *Joint Warfare of the Armed Forces of the United States*. This source will be used in part for developing a major paragraph on "principles of joint operations," in Chapter II, "Fundamentals of Joint Operations." Nevertheless, the JWG made it clear they did not want to remove Appendix A, "Principles of War."

WRITING TO JDEIS

JP 3-0 should be the van for joint publication development that is designed to fit our maturing Joint Doctrine Electronic Information System (JDEIS). That means not being redundant to the point that each joint publication is nearly stand-alone. It also means recognizing that subjects mentioned (e.g., command relationships) will be hyperlinked to the authoritative source (i.e., JP 0-2, *Unified Action Armed Forces (UNAAF)*). Further, publication-unique subjects (e.g., organization of the

(Continued on next page)

<i>Current Joint Doctrine Principles of War, Principles for MOOTW, and Fundamentals of Joint Warfare</i>			<i>Evolving Fundamentals of 21st Century Joint Warfare and Crisis Resolution</i>
<i>Principles of War (JP 1-0 & 3-0)</i>	<i>Principles for MOOTW (JP 3-0 & 3-07)</i>	<i>Fundamentals of Joint Warfare (JP 1-0)</i>	
• Objective	• Objective		• End State
• Offensive		• Initiative • Freedom of Action	• Initiative
• Mass		• Concentration	• Application of Combat Power
• Economy of Force	• Restraint	• Extension	
• Maneuver			• Joint Maneuver • Tempo
• Unity of Command	• Unity of Effort	• Unity of Effort	• Unity of Effort
• Security	• Security		• Safeguarding the Force
• Surprise			• Shock
• Simplicity		• Clarity • Knowledge	• Understanding
	• Perseverance		• Will
	• Legitimacy		• Legitimacy
		• Sustainment	• Sustainability
		• Agility	• Adaptability

Figure 5. Potential Principles of Joint Operations

operational are in JP 3-0) become the authoritative module and must be comprehensive.

Eliminating and Paring Redundancies. With the above in mind, JP 3-0 contains numerous, unnecessary redundancies with other joint publications that should be eliminated or lessened. Examples include command relationships, joint force organization, command and control of joint forces, the strategic planning process, fire support coordination, urban operations, targeting, planning joint operations, and multinational operations (now a whole chapter). In some cases the redundancy can be removed entirely and only the subject label (e.g., OPCON) used knowing that the reader can refer to another joint publication or the glossary for a definition and JDEIS will provide a hyperlink to the appropriate section. For others, the discussions should be pared or consolidated and combined under another paragraph. For example, the C2 and organizational considerations for multinational situations could be addressed more briefly under the appropriate paragraphs in Chapter II, "Fundamentals of Joint Operations."

CLOSING REMARKS

Summary resolution of the above issues are reflected in a revision PD that has been released for final coordination

worldwide. If approved as drafted, the PD will call for development of a JP 3-0 revision first draft by the close of August 2004 and final approval by the close of CY 2005. The intent of the early revision is to capture more accurately and precisely the essence of modern joint operations. The results will be transforming not only to JP 3-0, but to the entire joint doctrine hierarchy and some Service and multi-Service publications. This undertaking is significant and will demand the full attention of the joint doctrine development community and select members of the joint community at large for the next year and a half.



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.

EFFECTS-BASED OPERATIONS (EBO): *The Next American Way of War?*

By Mr. Tom McDaniel, USJFCOM JWFC Doctrine Support Team, Catapult Technology Ltd.

"[Operations] depend...for success, first and foremost, on a sound calculation and coordination of the ends and the means."

Hart, L., *Thoughts on War*, 1944

JOINT CONTEXT FOR CONCEPT DEVELOPMENT

As the Director, Office of Force Transformation, ADM A. K. Cebrowski purports that network-centric operations are "an essential means to an end, the conduct of EBO by US forces."¹ This assertion suggests that EBO is a prime candidate for becoming the next overarching doctrinal "American Way of War." Consequently, the time has come for the joint community to bring clarity to what constitutes EBO and how it is different from historical military operations. This article represents one of a series of perspectives on EBO and begins by defining some of its more pertinent attributes and confronting some of the erroneous views of EBO.

EBO DEFINED AND DESCRIBED

USJFCOM now uses this working definition of EBO:

"Operations that are planned, executed, assessed, and adapted based on a holistic understanding of the operational environment in order to influence or change system behavior or capabilities using the integrated application of selected instruments of power to achieve directed policy aims."²

Breaking this definition down and expanding on its most salient terms reveals the following:

- The "system" is the battlespace as bounded by the President as the Commander in Chief.
- "Directed policy aims" are the Commander in Chief's objectives.
- "Change" in "behavior" or "capability" is an effect.
- "Instruments of power" include all ways and means—diplomatic, economic, military, etc. available to the Commander in Chief.

- "Integrated application" is the product of an effects-based planning, execution, assessment, and adaptation process (Figure 1 on next page).

Accordingly, the core of an effects-based operation is its decision-making process for formulating and synchronizing "ends, ways, and means" from the Commander in Chief to the lowest level of government charged with carrying out an action. Requisite to EBO is the use of a replicable thinking process that can reliably align the desired **end state** to **effects** to causative **actions** to the **beginning state** to influence the battlespace: a holistic environment of friendly, enemy and unaligned systems.

What is most different about an effects-based operation is the calculation and articulation of the "ends." In other words, more time and effort is spent on getting the ends right before "leaping" prematurely to ways or means. For example, the effects-based decision-making life cycle for a campaign is front-end loaded and concentrates on the formulation and refinement of "purpose," "end states," and "effects" more than "mission," "specified tasks," "courses of action," and "force allocation."

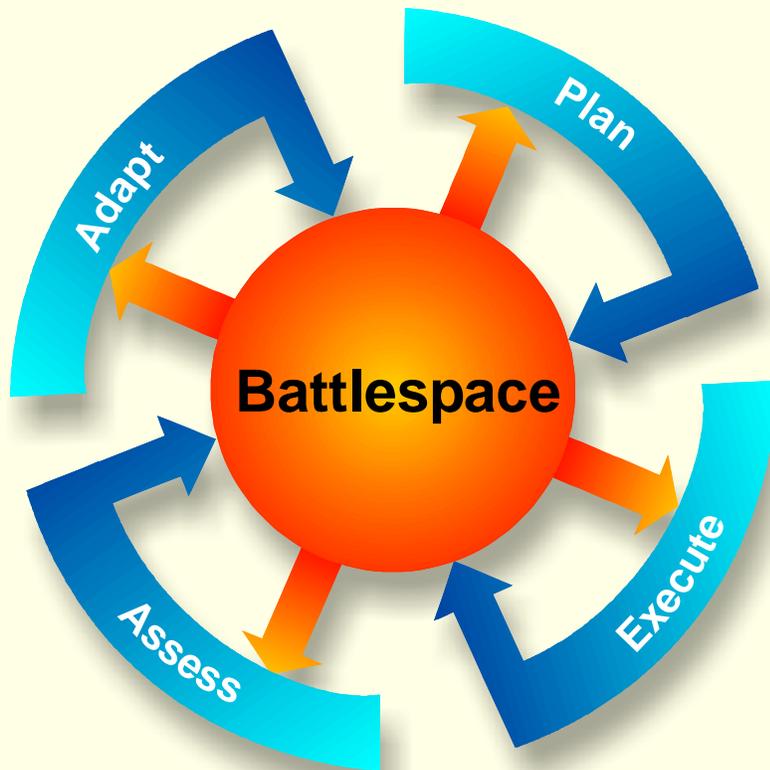
The basic premise of EBO is that the campaign planning and execution subprocesses can be greatly truncated and improved by forestalling the discussion of actions and their concomitant allocation of resources until the command has a systemic understanding of the ends—the end states, effects and, most importantly, the measures of their attainment. In short, the EBO decision-making process mitigates the current tyranny of the "TPFDD"—its inordinate role in aligning ends, ways, and means. In addition, EBO decision makers seek to understand the confounding relationships between effects (ends), tasks (ways), and resources (means) to manage the full consequences of intended and unintended behaviors within the designated battlespace.

EFFECTS-BASED THINKING

Arguably, the most difficult leadership challenge is the management of coercion or violence when conducting operations across national boundaries. Yet, history has revealed a few "Great Captains." These magnificent leaders, when embarking on an operation, were almost always able to fully grasp and visualize the "ends" they sought in a comprehensive, holistic fashion. And as importantly, they were, then, able to impart and continuously reinforce their "intent" to subordinates, even within the chaos of war. They could articulate with enduring clarity the separation between the desired end state and the ways and means—the specified mission, tasks and forces—that would lead their subordinates to campaign success.

(Continued on next page)

EFFECTS-BASED DECISION MAKING



Effects-based decision making is exhaustive and iterative, but not necessarily sequential. All four subordinate processes are highly interdependent and can take place concurrently. Each will vary in duration, intensity, and scope: depending on the command echelon, campaign phase and state of the battlespace system.

Figure 1. Effects-Based Decision Making

Consequently, to conduct effects-based operational art, practitioners will:

- Understand the system first.
- Define the desired system end state.
- Describe the intended behavioral (and physical) effects.
- Specify the nodes to be affected.
- Prescribe the tasks (or actions) to be taken against the nodes.
- Select the resources to carry out the actions.

System Understanding. The joint force commander's (JFC's) first and last thoughts are of the system—the key nodes (people and inanimate entities) and the relationships (links) between nodes within the battlespace. The JFC comes to an understanding of how the system (for example, a rogue nation state) behaves as a whole—the contribution of key nodes and links to the normal functioning of the system. In short, the JFC forms

a composite picture of the relevant political, military, economic, social, infrastructure, health, environmental, legal, and religious systems; and how they behave in peacetime and how they might behave in crisis or war.

Desired System End State. The desired end state is the JFC's intended state of the battlespace system once campaign operations are concluded. And this end state becomes the standard by which campaign success is measured. The JFC visualizes and articulates the desired end state of each key system or node—the changes to the node and its links after a combination of effects have been successfully attained. Once articulated, each envisioned end state is defined by one or more measurements of merit (MOMs). In turn, these MOMs are further refined into measurements of effectiveness (MOEs) to determine the interim system states (the effects) for which the ways and means—tasks and resources—are planned.

Described Effects. The surest way to achieve campaign success is to change the "hearts and minds" of the human actors (principal nodes) within the battlespace.

The mitigation or resolution of conflict depends on the JFC's ability to influence the behavior (intention and capability) of human beings. Therefore, the JFC focuses on desired behavioral effects—concentrates on human psychological and sociological behavior, as opposed to focusing exclusively on the observable physical changes to inanimate nodes.

Specified Nodes and Associated Links. Tasks are levied to produce actions directed against specific nodes to affect associated links—the behavioral or physical relationships between nodes. JFCs are in the business of imposing their will on a battlespace—both their own forces and those of the adversary. The most effective way to do this is to identify the nodes that are most influential in the system—the key nodes with the most significant links. The ability of JFCs to understand the battlespace system in terms of its key nodes and links will largely determine the tasks and actions in the application of national instruments of power.

Prescribed Tasks. Military tasks normally are carried out via three forms of action: "fires," "maneuver," and "information." Each action must be weighed in terms of the desired effect on the node and its links—the desired systemic change within the battlespace. While the duration of an effect or the potential for unintended consequences can temper the JFC's course of action (COA), MOEs will be the primary guide for task selection. However, the measurements of performance (MOPs) also will serve the JFC in selecting a COA and forces. Accordingly, MOPs—the measures of task accomplishment—are crucial to aligning ends, ways and means: effects, tasks and resources. Together they will help determine whether "fires," "maneuver," or "information" have been employed as intended.

Selected Resources. Given the prescribed tasks, the JFC selects the resources or forces to apply a set of actions. The JFC uses the MOP and its associated MOE to ascertain which forces are most capable of taking the action to achieve the desired effect. But most critically, the JFC never loses focus on the battlespace system—the current and intended future disposition of key "Red," "Blue," and "Gray" nodes and links—when planning the COA.

WHAT EBO IS NOT

EBO is not primarily about "doing things right," it is, foremost, about "doing the right thing." Too often within the fog and friction of war we do the wrong things extraordinarily well. Allied soldiers are killed by friendly fire. Targets are completely destroyed that only serve to strengthen, not weaken, enemy will. Neutral nations condemn the use of overwhelming force despite the frugal expenditure of lives. EBO is about pursuing precise ends

and then coupling them to the most effective and efficient interagency ways and means.

EBO is not exclusively or primarily a military enterprise. In fact, the military instrument may be the most visible, but the least active, in an operation that involves financial, law enforcement, or covert activities. And EBO are never conducted to achieve strictly military objectives or effects. Military operations are always subordinate to and in support of national policy aims, objectives, and end states.

EBO is not confined to small-scale operations. It can span the entire range of national or multinational operations from humanitarian relief to global nuclear war. It uses various national instruments to preempt or mitigate the detrimental effects of a crisis and, if necessary, to wage a full-scale, extended diplomatic and military campaign. In short, EBO has universal applicability to any international or national security enterprise.

EBO does not concentrate exclusively on the adversary. While very important, the adversary alone does not dominate the thinking of the decision makers in deriving their EBO COAs. Thinking extends to the entire battlespace to include effects on the "friendlies" and the non-aligned. The effect on neutrals, allies, coalition forces, and domestic populations must all be considered before acting. Judgments must be made regarding the long-term consequences of an action, not just its immediate battlefield effect. Strategies are developed that can even foresee the adversary as a future partner or an ally.

EBO is not prescriptive or "task-based" campaign planning and execution. Prescriptive tasks, even when stated as an "objective" (active verb with object), tend to limit freedom of action at the tactical level. EBO is designed to give the JFC a better way to communicate intent. The JFC's measurements of operational effects will define the end state without restricting the innovation and flexibility of the friendly tactical forces charged with executing the JFC's mission.

EBO is not a more sophisticated target-nodal analysis. Whereas targeting is an essential element of effects-based thinking, no target has value unless it can be tied to an action that will produce a desired effect—an effect that contributes to the realization of the national policy aim. Just because a target is vulnerable and accessible does not make it a candidate for military action. Even if the target is a significant link in an adversary system, it only has value when an effect on the target alters the larger battlespace system to conform to the JFC's envisioned end state.

EBO is not just an expansion of information operations. Although information is replacing materiel mass, JFCs conducting EBO will integrate and employ all their resources—people, materiel, facilities, information, money
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and time—to generate actions that lead to the desired strategic or operational effects. Yes, information is becoming ascendant in modern warfare, but will remain impotent if not coupled with the right political, psychological, cyber, or kinetic instrument.

EBO is not a refinement of warfare by annihilation, attrition, or maneuver. The utility of annihilation, attrition, and maneuver may apply to certain engagements or battles, but the effects-based campaign is not wedded to any one strategy or tactic. It employs various ways and means to bring the full spectrum of national or multinational power to bear within the battlespace to achieve the desired policy aims more rapidly and effectively than other approaches to military operational art.

EBO is not only about applying kinetic energy to create physical effects. While the direct, immediate physical effects are the most observable in the battlespace, they are rarely the most relevant effects to a military campaign. Instead, the attainment of operational behavioral effects is far more likely to lead to campaign success. In short, the JFC cannot let the targeting process be driven by physical effects on targets. Instead, the JFC should focus on the operational behavioral effects within the battlespace and tailor the military campaign to achieve those effects.

EBO is not dependent on any other evolving concepts or prototypes, such as operational net assessment (ONA). While ONA has the potential to greatly improve battlespace awareness, the effects-based decision-making process—by itself—will enhance battle staff collaboration and the opportunity for decision superiority even if the family of associated capabilities prove deficient.

EBO is not a kluge of new tools, technologies or programs. Because EBO requires new and more demanding collaborative actions, it will naturally spawn the development of technological tools that may evolve into acquisition programs. But, as currently envisioned, EBO primarily offers non-materiel human-centric solutions to joint warfare that are more about a transformation in cultures, processes, organizations, and leadership development than technologies.

CONCLUSION

The brevity of this first article may cause some readers to question whether EBO is substantively different than past military operations. A common response from those not familiar with its techniques and procedures is that these EBO attributes are what all good operations have always had. Therefore, follow-on articles will demonstrate, through examples, how the differences are substantial (and not just semantic). In network-centric warfare effects-based "end states" are not the same as currently discussed in doctrine. And military "objectives" may no longer be necessary as we evolve this "new" American way of war. Let the debate begin.

Endnotes

¹ *Military Transformation: A Strategic Approach*, (Wash., DC: Director, Office of Force Transformation, Office of the Secretary of Defense, Fall 2003), 34.

² *Draft Standing Joint Forces Headquarters (Core Element): Standard Operating Procedure and Tactics, Techniques and Procedures*, (Suffolk, VA: United States Joint Forces Command, 15 Apr 2004), G-2.

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 and Education 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 will likely be published during May 2004.

TRANSFORMING DOCTRINE IN THE INFORMATION AGE

By Mr. Richard J. Rinaldo

"The dogmas of the quiet past are inadequate to the stormy present."

Abraham Lincoln

Transformation Planning Guidance issued by the Department of Defense tells us that "The United States is transitioning from an industrial age to an information age military. This transition requires transformation in warfighting and the way we organize to support the warfighter.... In particular, we know that early transformation requires exploiting information technology to...create new combinations of capabilities, operating concepts, organizational relationships and training regimes."¹

To meet these requirements legions of analysts, academics, military practitioners, think tanks, consultants and the like have entered the fray in proposing a variety of organizational, institutional, and operational changes. Fourth-generation warfare, rapid decisive operations, effects-based operations, maneuver warfare, shock and awe, three block wars, expeditionary warfare, and network-centric operations are some of the transformational ideas that have come in and out of vogue. Ultimately, however, the major organizational means of assuring change in the way a military operates is its doctrine.

For the US military, doctrine is the authoritative source on how it executes its war and peacetime missions. DOD's *Transformation Planning Guidance* has immense implications for US military doctrine, particularly in terms of the information age. Consider the following:

- Information doubles every two and one-half years and new knowledge makes most technology obsolete in just five to seven years.²
- The number of personal computers will soon double to one billion, and there will be three billion Internet-connected cell phones and 16 billion Internet-connected computers.³
- In the 1991 Gulf War, involving 500,000 troops, we used satellite-communications bandwidth equivalent to what is needed for about 40,000 simultaneous phone calls. In Afghanistan in 2001, involving one tenth as many troops, we used about five times as much.⁴

- Enough information was created via e-mail and digital media in 2002 to fill 500,000 Libraries of Congress with the 5-bil gigabytes of new data.⁵
- More information will be produced in the next three years than has been produced in all time.⁶

Interestingly, while most of these refer to information technology (IT), the National Academy of Engineering placed electronics, the computer, telephone, and the Internet well below industrial age achievements such as electrification and the automobile in its ranking of the top engineering accomplishments of the 20th Century, based on their impact on the quality of life in the last 100 years.⁷ Some say that this means the information age has just begun and the best is yet to come.⁸

For the military the distinction may be irrelevant since IT has caused major changes in the way wars are fought, especially on land. Information used in warfare is causing and will cause significant change to precision, responsiveness, speed, and lethality in new and profound ways. The trend will likely persist. During the Civil War, for example, data transfer rates were 30 words per minute by telegraph and nearly 40,000 soldiers were needed to cover 10 square miles of territory. During the Gulf War in 1991, 192,000 words per minute were achieved and only 23.4 soldiers were needed to cover the same amount of territory. For 2010, the estimate is 1.5 trillion words per minute and only 2.4 soldiers.⁹

Will this mean that a doctrinal revolution is in order? In 1997 a brilliant discussion of Army doctrinal evolution posed the idea that "the doctrinal revolution is over. Endless evolution remains." This is so because in 1976 Army "doctrine became not only the idea of an Army but also the engine of change."¹⁰ Such an insight remains important because it highlights the need and value of doctrine as catalyst for change. Still, if "The United States is transitioning from an industrial age to an information age military," as stated in the *Transformation Planning Guidance*, doctrine today might need another revolution.

It is time to redefine or at least depict doctrine in a new way. The analogy of doctrine as an engine of change¹¹ with meshing wheels is no longer appropriate for an information age military. The outworn model of the machine, mechanical systems, and grinding parts grinding out products in grinding bureaucracies in assembly-line fashion is hardly emblematic of the information era. This model was applicable to the industrial age. Today's new model would be the network, a more holistic one in which relationships among the parts gains importance. In such a network, practices by groups of people and relationships take on added value.

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Doctrine then might be depicted as a protoplasmic organism or colony of organisms that is informed by and informs its environment. Doctrine then may be defined as unifying information that organizes and adapts the military to its environment. It will be process and product, action and result.¹² Process in this case is not the bureaucratic, linear reduction of good ideas to a least common denominator by committees, but vigorous and timely debate, leveraged by information age information management processes, which engender better-informed and educated participants. The result will be doctrine, which is sensitive to and acts upon the world as it is, the givens of technology, geopolitics, resources, policy, strategy, history, lessons learned, training, leader development, existing and emerging organizations and people inside and outside the military.

Senior leader vision, direction, and hierarchy in this system remain important in fostering the process and channeling its direction. They might proceed recognizing, like James Gleick, author of *Chaos*, that "The Information Future [is] Out of Control (And it's a good thing)."¹³

Along these lines, doctrinal and technological developments offer food for thought concerning the doctrine development process itself, which is in a word—SLOW. The current process seeks a broad and lengthy consensus, staffing, and education process that puts doctrine behind the stormy waves of information that are bashing the shores of the information age. Only then will the signed authoritative product emerge as the blessed way. This is in part because there is an immense responsibility for military leaders to get it right, or at least almost right.¹⁴ Also the need to reduce uncertainty, according to some, poses a barrier to innovation.¹⁵ Finally, honest differences of opinion need to be resolved.

Notwithstanding those imperatives, in its own way the collective wisdom of the US military recognizes the limitations of its doctrine system. Lessons-learned, draft products and "white papers," experience, historical study, and intuition of well-educated leaders and soldiers arrive at doctrinal and training solutions to complex military efforts as relevant information becomes available. For the Army, new ways of creating, accessing, and using doctrine are already in progress. This will result in an "object-based development and publication via the Web" while the joint community is developing a new Joint Doctrine Education and Information System.¹⁶ Signed and anointed products, while still useful if read, will increasingly be relegated to innovative and adaptive soldiers and their leaders facing the need for immediate solutions to pressing operational requirements by seeking instant information from a variety of sources, especially those under development.

One can envision the soldier, sailor, airman, or Marine with instant access to solutions for immediate needs. Remember Captain Murray in the movie, *Saving Private*

Ryan instructing his troops about "sticky bombs." He said that they could look it up in the field manual, but they didn't have to, because he carried the manual in his head. To some degree leader competence and knowledge will always be needed on the battlefield. But memories are short and information is growing exponentially. Our troops and their leaders deserve every advantage that technology can offer, and today's networks are becoming increasingly capable of harnessing information to provide them with what they need quickly and precisely. Self-synchronization, knowledge superiority, speed, and effects relevance will all play in this new way of using "doctrine."

One can also envision a headquarters using a more mature version of the CD-ROM part of JP 3-33, *Joint Force Capabilities*,¹⁷ for example, in new and interesting ways. Could an electronic compendium of joint capabilities be linked, for example, with the cooperative engagement capability network to provide timely, precise, and relevant capabilities to the operator or planner on the ground, in the air, or at sea? With such a networked approach to access, development, and substance; doctrine will become consistent with current efforts to conduct operations with speed and precision based on connectivity.

The most distinguishing characteristic of our forces, connectivity, will eventually include a family of systems with interfaces between voice, data, and radio. In this system we will trade mass for knowledge, link relevant information, and provide limitless range and reach anywhere. Individuals at the tip of the spear will have all the resources of the Department of Defense at their fingertips. We owe them no less.

ABOUT THE AUTHOR

Mr. Richard J. Rinaldo is a Senior Military Analyst for Alion Science and Technology.

ENDNOTES

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- 3 John Markoff, "The Soul of the Ultimate Machine," *The New York Times on the Web*, December 10, 2000. citing astrophysicist Larry Smarr.
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(Continued on page 36)

JOINT PUBLICATION STATUS

**APPROVED SINCE
NOVEMBER 1, 2003**

**IN REVISION OVER THE NEXT
6 MONTHS**

PUB#	TITLE
3-05 Rev1	Doctrine for Joint Special Operations
3-07.1 Rev1	JTTP for Foreign Internal Defense (FID)
3-31	Command and Control for Joint Land Operations

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
1-05 Rev1	Religious Ministry Support for Joint Operations
2-01 Rev1	Joint Intelligence 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)
3-08 Rev 1	Interagency Coordination During Joint Operations (Vol I & II)
3-12 Rev1	Doctrine for Joint Nuclear Operations
3-26	Joint Doctrine for Homeland Security
3-40	Joint Doctrine for Combating Weapons of Mass Destruction
3-52 Rev1	Doctrine for Joint Airspace Control in the Combat Zone
3-58 Rev1	Joint Doctrine for Military Deception
3-61 Rev1	Doctrine for Public Affairs in Joint Operations
4-01.6 Rev1	JTTP for Joint Logistics Over-the-Shore (JLOTS)
4-05 Rev1	Joint Doctrine for Mobilization Planning

IN ASSESSMENT OVER NEXT 6 MONTHS

PUB#	TITLE
0-2**	Unified Action Armed Forces (UNAAF)
2-0**	Doctrine for Intelligence Support to Joint Ops
2-01.2	Joint Doctrine, TTP for Counterintelligence Ops
3-06*	Doctrine for Joint Urban Operations
3-14*	Joint Doctrine for Space Operations
3-16 ^{A1}	Joint Doctrine for Multinational Operations
3-17*	Joint Doctrine and JTTP for Air Mobility Ops
3-51**	Joint Doctrine for Electronic Warfare
3-60*	Joint Doctrine for Targeting
4-0**	Doctrine for Logistic Support of Joint Operations
4-01*	Joint Doctrine for the Defense Transportation System

* Preliminary assessment ** Formal Assessment

^{A1} Consolidated formal assessment with JP 4-08

^{C1} Incorporates JP 3-07 ^{C2} Incorporates JPs 3-01.2 and 3-01.3

^{C3} Consolidation as JPs 3-05.1 ^{C4} Consolidation as JP 3-10

^{C5} Consolidation as JP 3-13 ^{C6} Consolidation as JP 3-34

^{C7} Incorporates JP 4-01.8 ^{C8} Consolidation as JP 3-50

^{C9} Consolidation as JP 4-09 ^{C10} Consolidation as JP 4-02

^{C11} Consolidation as JP 6-0

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

PUB#	TITLE
1-0 Rev1	Doctrine for Personnel Support to Joint Operations
2-03 Rev1	JTTP for Geospatial Information and Services Support to Joint Operations
3-0 Rev ^{C1}	Doctrine for Joint Operations
3-01 Rev1 ^{C2}	Joint Doctrine for Countering Air and Missile Threats
3-05.1 Rev1 ^{C3}	JTTP for Joint Special Operations Task Force Operations
3-05.2 Rev2 ^{C3}	JTTP for Special Operations Targeting and Mission Planning
3-07.2 Rev1	JTTP for Antiterrorism
3-07.3 Rev1	JTTP for Peace Operations
3-07.5 Rev1	JTTP for Noncombatant Evacuation Operations
3-09	Doctrine for Joint Fire Support
3-09.1	JTTP for Laser Designation Operations
3-10 Rev1 ^{C4}	Joint Doctrine for Rear Area Operations
3-10.1 Rev1 ^{C4}	JTTP for Base Defense
3-13 Rev1 ^{C5}	Joint Doctrine for Information Operations
3-13.1 Rev1 ^{C5}	Joint Doctrine for Command and Control Warfare (C2W)
3-15 Rev1	Joint Doctrine for Barriers, Obstacles, and Mine Warfare
3-34 Rev1 ^{C6}	Engineer Doctrine for Joint Operations
3-35 ^{C7}	Joint Deployment and Redeployment Operations
3-50.2 Rev1 ^{C8}	Doctrine for Joint Combat Search and Rescue
3-50.21 Rev1 ^{C8}	JTTP for Combat Search and Rescue
3-50.3 Rev1 ^{C8}	Joint Doctrine for Evasion and Recovery
3-54 Rev1	Joint Doctrine for Operations Security
3-59 Rev1	JTTP for Meteorological and Oceanographic Support
4-01.2 Rev1	JTTP for Sealift Support to Joint Operations
4-01.3 Rev2 ^{C9}	JTTP for Movement Control
4-01.4 Rev1 ^{C9}	JTTP for Joint Theater Distribution
4-01.7 Rev1	JTTP for Use of Intermodal Containers in Joint Operations
4-02 Rev1 ^{C10}	Doctrine for Health Service Support in Joint Operations
4-02.1 Rev1 ^{C10}	JTTP for Health Service Logistics Support in Joint Operations
4-02.2 Rev1 ^{C10}	JTTP for Patient Movement in Joint Operations
4-04 Rev1 ^{C6}	Joint Doctrine for Civil Engineering Support
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 ^{C9}	Joint Doctrine for Global Distribution
5-0 Rev1	Doctrine for Planning Joint Operations
5-00.2 Rev1	Joint Task Force Planning Guidance and Procedures
6-0 Rev1 ^{C11}	Doctrine for C4 Systems Support to Joint Operations
6-02 Rev1 ^{C11}	Joint Doctrine for Employment of Operational/Tactical Command, Control, Communications, and Computer Systems

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JOINT DOCTRINE HIERARCHY

KEYSTONE
CAPSTONE
PUBS

JTTP
&
DOCTRINE
PUBLICATIONS

TP
SUBS

Joint Warfare
1

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Joint Operations
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Joint Logistics
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Nuc Wpn Emp
(Notional)
3-12.3

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(3-01.1)
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3-26.2
(3-07.7)

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LEGEND
03 May 2004
112 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 (11)
- } 99 APPROVED
- } 13 Under Development

DOCTRINE ORGANIZATION UPDATES

JOINT STAFF, J-7 JOINT EDUCATION AND DOCTRINE DIVISION (JEDD), JOINT DOCTRINE BRANCH (JDB)

By CAPT Bruce Russell, USN, Division Chief

Personnel Turnover. I will retire from the US Navy in June 2004 completing four years at the helm of joint doctrine, education, and training. Col Jerry Lynes, formerly the JEDD Deputy, will become the Division Chief. Colonel Gail Colvin departs for command in June 2004. Her replacement has not yet been identified. LTC Rucker Snead retires this summer after three years in JEDD. His replacement, LTC Chris Lusk, is due to arrive in May 2004 from USPACOM. He has previously served on the Joint Staff in J-6. Mr. Jim McDonald, USAF retired, now with Cornerstone Industry Inc., has joined JDB working Allied and Multinational doctrine.

"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 (bonita.russell@js.pentagon.mil) of any changes to the "JDD Distro" list.

PUBLICATIONS OF INTEREST

The following publications were approved in the last six months: JP 3-05, *Doctrine for Joint Special Operations* (Dec 03); JP 3-07.1 *JTTP for Foreign Internal Defense* (Apr 04); and JP 3-31, *Command and Control for Joint Land Operations* (Mar 04). We recognize and appreciate all the hard work required to review and staff these publications despite the current ops tempo and manning constraints.

New publications and revisions scheduled for approval by the next newsletter include JPs 1-04, *Legal Support to Joint Operations*; 1-05, *Religious Support to Joint Operations*; 2-01 *Joint and National Intelligence Support to Military Operations*; 3-02.1, *JTTP for Landing Force Operations*; 3-02.2, *JTTP for Amphibious Embarkation and Debarcation*; 3-08 *Interagency Coordination During Joint Operations*;

3-12, *Doctrine for Joint Nuclear Operations*; 3-26, *Joint Doctrine for Homeland Security*; 3-40, *Joint Doctrine for Combating Weapons of Mass Destruction*; 3-52, *Joint Doctrine for Airspace Control in a Combat Zone*; 3-58, *Joint Doctrine for Military Deception*; 3-61, *Doctrine for Public Affairs in Joint Operations*; 4-01.6, *JTTP for Joint Logistics Over-the-Shore (JLOTS)*; and 4-05, *Joint Doctrine for Mobilization Planning*.

Currently there are seven high interest publications in development—three are due to be approved in the next six months. They are JPs 3-0, *Doctrine for Joint Operations*; 3-26, *Joint Doctrine for Homeland Security*; 3-40, *Doctrine for Combating Weapons of Mass Destruction*; 3-50, *Joint Doctrine for Personnel Recovery*; 3-54, *Joint Doctrine for Operations Security*; 3-61, *Doctrine for Public Affairs in Joint Operations*; and 5-0, *Doctrine for Planning Joint Operations*. Further, JP 1-04, *Legal Support to Joint Operations*, remains in OSD undergoing DOD General Council review where it has been since August 2002. JP 1-04 likely will remain under review until August 2004. Furthermore, JP 3-13, *Joint Doctrine for Information Operations*, is under a "fast track" revision with approval scheduled for September 2004.

UPCOMING CONFERENCES

United States Joint Doctrine

- The 34th Joint Doctrine Working Party (JDWP) is scheduled for 2-3 November 2004 at USJFCOM JWFC in Suffolk, VA.
- The 6th Joint Doctrine Electronic Information System (JDEIS) Configuration Management Working Group will be held on 1 November 2004 at USJFCOM JWFC just prior to the JDWP.

NATO Allied Joint Doctrine. The Allied Joint Operations Doctrine Working Group (AJODWG) is scheduled for 5-8 September 2004 in Brussels, Belgium.

ALLIED JOINT DOCTRINE AND TERMINOLOGY

The United States recently ratified Allied Joint Publication (AJP)-3.3.2, *Air Interdiction and Close Air Support*, and AJP-3.3.3, *Air-Maritime Coordination*. The United States also finalized comments on AJP-2.1(A), *Intelligence Procedures (2d Study Draft)*, and 3.4, *Non-Article 5 Crisis Response Operations (NA5CROs)*, *Ratification Draft*. AJP-3.3, *Change 1, Joint Air and Space Operations Doctrine*, has been circulated for comments to develop Change 2 early in 2004. Also, the 1st Study Draft of AJP-3.4.2, *(Organization updates continued on next page)*

Non-Combatant Evacuation Operations (NEO), has been drafted. US JDDC representatives will present comments on AJP-3.3.1, *Counter-Air Operations, 4th Study Draft* at the custodial meeting to be held in Brussels, Belgium from 25-29 August 2004.

The United States 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 the fact that the content of publication is addressed in other publications managed by other working groups; the Air Operations Working Group recommended its cancellation and referral to the Hierarchy and Harmonization (H2) Panel of the AJODWG to review the numbering convention for subordinate publications.

9th AJODWG Meeting. JS J-7 led the US delegation to the annual AJODWG Meeting held at NATO Headquarters from 1-5 Sep 2003. The AJODWG develops AJP's. Key decisions were:

- AJP-3.5, *Joint Special Operations*; AJP-5, *Plans*; AJP-3.9, *Allied Joint Targeting*; and AJP-3.14, *Force Protection*, were approved for development. The US agreed to take the lead for development of AJP-3.14. A draft outline has since been forwarded to nations for comment.
- There was no need for AJP's in the following areas: unmanned aerial vehicles, Apache helicopter support to joint operations, and rear area command operations. A US proposal to develop Allied doctrine for space operations was not approved.
- That all AJP drafts must be reviewed by AJODWG points of contact, regardless of the AJP custodian's organization.

The H2 Panel of the AJODWG met in Vancouver, Canada from 22–25 March 2004. During this meeting the group reviewed the Allied joint doctrine hierarchy and recommended the graphic be expanded to two pages, and that the second page be allotted to Level Three publications. The H2 Panel also reviewed the status of all Level One and Two AJP's and completed the harmonization of AJP-9, *NATO Civil-Military Cooperation (CIMIC) Doctrine*, with other capstone and keystone publications. Additionally, the H2 Panel was asked by the AJODWG to review their "terms of reference" prior to the ad hoc AJODWG meeting on 29 & 30 March 2004. The H2 Panel recommended the following:

- The elimination of the committee structure.
- A structural approach to work management to be replaced by a procedural approach in which the

Chairman, on behalf of the AJODWG, appoints a deputy chairmen charged with specific aspects relevant to the agenda (e.g., terminology, doctrine development, harmonization, hierarchy, etc.). This approach would require two full meetings of the AJODWG per year to increase effectiveness and efficiency through timely decisions on Allied joint doctrine matters.

These changes were accepted at the ad hoc AJODWG meeting and will be implemented in September.

NATO ESN (English Speaking Nations) Terminology Conference Meeting. Three JEDD members attended the US NATO Military Terminology Group from 15-19 March 2004, in Vancouver, Canada. In addition to terminology proposals, there were several policy items of interest including a US proposal to establish terminology standing committees for NATO WGs. Consequently, terminology matters deferred to WGs will not have to wait, for up to a year, to be addressed by the WG meetings. Revised policy for the NATO Terminology Programme will cause the ESN Conference and its counterpart, the NATO FSN (French Speaking Nations) Terminology Conference, to be discontinued. The ESN, FSN, and NATO Terminology Conferences will be combined into one conference, the Military Committee Terminology Conference (MCTC), which normally will meet twice a year. ESN agreements on terminology, policy and procedures will be finalized at the first meeting of the MCTC, which is scheduled for 18-22 October 2004 in Norfolk, VA, at Headquarters, Supreme Allied Commander, Transformation.

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JOINT AND ALLIED DOCTRINE DIVISION (JADD), FUTURES CENTER, HEADQUARTERS, US ARMY TRAINING AND DOCTRINE COMMAND (TRADOC)

By LTC Jim Purvis, USA Chief

WE SURVIVED HURRICANE ISABEL!



Hurricane Isabel ushered herself into the JADD offices last September without an invitation, and left a couple of feet of bad memories. ALSA came to our rescue, and graciously offered up working space at Langley to accommodate us. Thank you Colonel Young and the whole ALSA crew! We sincerely appreciate all your kindness and hospitality—we know it must have been tough to tolerate such a rowdy group of doctrinaires as we banged our heads against the walls. Before Christmas, JADD moved back to Fort Monroe into Building T-195, a WWII barracks just inside the front gate that is scheduled for demolition, so we're doing our best to contribute to that end. By the time this is published we will again relocate to Trailer Complex #2 near the old airstrip.

HQ TRADOC REORGANIZED ON 1 OCTOBER 2003

"To meet the current and future needs of the Army in a changed environment, TRADOC will transform to effectively and efficiently execute its three core missions: accession, training and leader development, and future force development."

The Futures Center was created to oversee TRADOC's third core mission—the design and development of the future force for the Army. Functions

and resources were realigned from the headquarters staff and from the Objective Force Task Force. The office of the Deputy Chief of Staff for Doctrine, Concepts, and Strategy (DCSDCS) was eliminated and the functions distributed within the Headquarters and the newly formed Futures Center (FC). The Joint and Army Doctrine Directorate (JADD) changed its name to the Joint and Allied Doctrine Division, and the acronym stays the same. JADD reports to the Requirements and Integration Directorate of the TRADOC Futures Center.

"We build the future Army by ensuring that all developments are completed in a system-of-systems approach across the DOTMLPF. That is what the Futures Center is all about, one place to ensure that the right equipment gets to the Soldier with the required doctrine and a training package. The system-of-systems approach ensures all systems are interactive. The Futures Center is the key in building the future force through coordination and integration."

General Kevin P. Byrnes

Proponency for Army doctrine moved to the Combined Arms Doctrine Directorate (CADD) of the Combined Arms Center (CAC) at Fort Leavenworth, KS. CADD and JADD have delineated their specific responsibilities in a new memorandum of agreement (MOA). Doctrine development responsibilities generally follow a support relationship between FC/JADD and CAC/CADD. For Army doctrine development and management, including all non-ALSA multi-Service pubs; CADD is supported and JADD is supporting. For development and management of joint doctrine, multinational doctrine, ALSA multi-Service pubs, and doctrine technology initiatives; JADD is supported with CADD, centers, and schools supporting. The MOA is available on request from JADD.

PERSONNEL CHANGES

Much has changed since our last personnel update. COL Mark Warner, our JADD Director, retired from the Army on 26 March 2004 after over 30 years of distinguished, selfless service. Other departures include: LTC Walt Orthner, LTC Robert Nicholson, MAJ Dave Lorenz, Ms. Brunilda Brown, Mr. Bruce Zophy, Mr. Bob Conway, and Mr. Gary May. Our best wishes to all! We welcome our new Director, COL Jim Slavin! The welcome was short, since he deployed to Iraq almost as soon as he arrived, but he promises to return soon (not unlike General Douglas MacArthur). Meanwhile, LTC Jim Purvis is holding down the fort. Other new arrivals include: LTC Jerry Torrence, LTC Cynthia Coates, LTC Maureen Cantwell (just returned from a six-month deployment to Afghanistan), LTC Karl Wingenbach, LTC Al Pirrone, and MAJ Mark Parent.
(Organization updates continued on next page)

TRANSFORMING DOCTRINE FOR THE FUTURE

In FY 03 TRADOC completed the Doctrine Taxonomy Initiative (DTI). This effort tested object based publishing (OBP) of doctrine content and development of a warfighter taxonomy for use in Army knowledge management initiatives. An object based publication system decomposes the all-encompassing paper based publications into low level, stand-alone topics with embedded metadata and stores them as xml files called objects. The classification scheme used for the objects is the taxonomy. A doctrinal object is the lowest level of self-contained information that has practical application to the warfighter. Shorter, more concise topics are quicker to develop and get to the field, and more adaptable to the field environment due to lower bandwidth requirements.

The DTI test was a complete success and implementation was approved by the Army Business Initiatives Council (ABIC) for all Army publications. The Army Publishing Directorate was appointed as the proponent, and phase II of the DTI effort was pulled into a larger effort called the Publications Content Management Program (PCMP). Phase II includes the conversion of doctrine content to the object based format and creation of the business processes that allow for developing doctrine as objects rather than as manuals. Phase II is on hold pending receipt of funds for the PCMP.

OBP also is the first step in posturing doctrine for the Semantic Web. The Semantic Web provides a common framework that allows content to be shared and reused across application, enterprise, and community boundaries. It is a collaborative effort led by World Wide Web Consortium (W3C) with participation from a large number of researchers, government and industrial partners.

Taxonomy development is ongoing with collaborative efforts by Army, Air Force, and Marine Corps participants. The baseline for a joint warfighter taxonomy begins with the Universal Joint Task List and is expanded by Service-unique requirements that encompass the broad spectrum of topics covered by doctrine.

Reimer Digital Library Change. The Reimer Digital Library (RDL) has been moved behind Army Knowledge Online (AKO) as part of the Army's efforts to make AKO a one-stop shop for Army information. The link to the new site is <http://www.train.army.mil>. To access restricted publications you need an AKO account. At this time non-Army personnel are required to have an Army sponsor to get an AKO account. The original RDL

site will remain active for a few more months but publications on the site will not be updated—updates will only be posted to the RDL Services on the "train" site. Due to recent operations security concerns, all publications on the old RDL may soon be restricted.

TRADOC Regulation 25-36, *The TRADOC Doctrinal Literature Program, Revision.* JADD is revising the policy for TRADOC's development of Army, multi-Service, multinational, and joint doctrine. The revision of TR 25-36 is being done in parallel with the revision and conversion of JP 1-01 to CJCSI 5120.02, *Joint Doctrine Development System*. We are adjudicating and incorporating the final draft comments and expect approval and publication of TR 25-36 in May 2004. The regulation defines responsibilities for the management, development, staffing, review, approval, production, dissemination, and rescission of doctrinal literature, and incorporates changes of the TRADOC reorganization. When approved, it will supersede TRADOC Pam 25-34, *Desk Guide to Doctrine Writing*, 24 January 1992, and TRADOC Pam 25-35, *Desk Guide to Doctrine Management*, 24 January 1992. The consolidation will reduce the number of publications governing doctrine policy within TRADOC and incorporate current procedures being used by TRADOC and non-TRADOC doctrine proponents (with MOAs).

Doctrine Developers Course (N). The Army Logistic Management College (ALMC) taught the first official Doctrine Developers Course at Fort Lee, VA, from 23 February to 5 March 2004. This course is one of several TRADOC initiatives to improve doctrine development. The 18 students represented a cross-section of TRADOC and non-TRADOC doctrine proponents. The course teaches the doctrine development processes (Army, Joint, multi-Service, and multinational) and emphasizes the Army process. ALMC hosts the course and provides a lead instructor; JADD provides subject matter experts (SMEs) for course content and guest instructors for various lessons. During this course, JADD provided instructors for Management of Army Doctrine and multinational/multi-Service processes. DAMO-SSP from Headquarters Department of the Army provided a guest instructor for the joint process. Class critiques were positive and students highlighted the value of doctrine SME instructors. JADD will continue to provide SME instructors to ensure it remains a successful and worthwhile course.

JOINT PUBLICATIONS, ARMY LEAD

JPs 3-10/3-10.1 Consolidation/Revision. The Army is the lead agent and TRADOC is the primary review authority for the consolidation and revision of JP 3-10 *Joint Doctrine for Rear Area Operations* and

JP 3-10.1 *JTTP for Base Defense*. TRADOC's lead organization for this effort is CAC at Fort Leavenworth, KS. The JP 3-10 program directive (PD) was approved on 20 April 2004. Work on this publication will closely follow any pertinent changes/additions to JP 3-0, *Doctrine for Joint Operations* (in early revision), especially as they pertain to any new discussion on nonlinear operations. Other key issues related to this revision effort include airbase security; proper linking of rear area operations to logistics and JRSOI; role, functions, and authority of the JRAC; and the impact of forming functional component commands for joint rear area operations.

JP 3-15, *Joint Doctrine for Barriers, Obstacles, and Mine Warfare*. Comments received on the assessment request for feedback indicate that JP 3-15 focused entirely on linear, symmetric, major combat operations; and therefore needs significant updating and expansion to properly address nonlinear, asymmetric, full-spectrum operations. TRADOC recommended the Army write the revision first draft (RFD) rather than USJFCOM JWFC. This position has been coordinated with USJFCOM J7 and DAMO-SSP. The next step is to develop the PD.

JP 3-26, *Joint Doctrine for Homeland Security*. The final coordination (FC) version is out for staffing with a Joint Staff suspense of 31 May 2004. The FC has been extensively revised and rewritten in places to reflect the adjudications of over 996 critical, major, and substantive comments from the Joint Working Group (JWG) held from 10-11 February 2004. A JWG to resolve any contentious issues with the FC has been tentatively scheduled for 13-15 July 2004.

JPs 3-34/4-04 Consolidation/Revision. The draft PD for the consolidation of JP 3-34, *Engineer Doctrine for Joint Operations*, and JP 4-04, *Joint Doctrine for Civil Engineering Support*, is complete. The JS J-7 is staffing the PD and USJFCOM JWFC will author the RFD.

JP 4-06, *JTTP for Mortuary Affairs in Joint Operations*. The Army Mortuary Affairs Center continues to work a few specific materiel and policies issues that will affect some procedures found in JP 4-06. The second draft is on track for release in June 2004.

KEY ARMY DOCTRINE PUBLICATIONS

FM 3-0, *Operations*. JADD and CADD developed a straw man timeline and plans for parallel development/revision of JP 3-0 and FM 3-0. This plan allows TRADOC

to complete the FM 3-0 revision within six months of revised JP 3-0's approval, and to drive the joint doctrine constructs into Army doctrine. More importantly this parallel development will enhance critical joint and Army doctrine linkages between these two capstone doctrine publications.

FM 3-93, *The Army in Theater Operations (Final Draft)*, establishes the Army's doctrine for the conduct of full-spectrum operations at the operational level. FM 3-93 is built on a foundation of global strategic responsiveness for prompt, sustained land force operations as a member of a joint or multinational force. CADD is revising this key Army publication to include lessons learned from Operations ENDURING FREEDOM and IRAQI FREEDOM.

FM 5-0, *Army Planning and Orders Production* is undergoing a Doctrinal Review and Approval Group review, and is close to approval. It incorporates doctrine on military planning, the military decision-making process (MDMP), and formats for plans and orders from FM 101-5, *Staff Organization and Operations*. (Note: FM 5-0 and FM 6-0, *Command and Control*, will ultimately replace FM 101-5.) FM 5-0 introduces the art of planning to include the fundamentals of planning and key planning concepts, updates the MDMP and includes ways in which digitization enables MDMP, discusses commander critical information requirements, and adds an appendix on integrating targeting into the operations process.

OTHER AREAS OF INTEREST

Army Personnel Recovery (PR) Conference. The Army G-3 staff through DAMO-OD conducted the Army's first PR conference from 2-4 March 2004 in accordance with policy aimed at establishing the Army's baseline program, developing MACOM PR programs, and identifying initial PR requirements. Briefings were presented by USARSO, USARCEN, USAREUR, EUSA, TRADOC, USASOC, FORSCOM, and USARPAC. CADD continues to develop Army PR doctrine.

The Army Campaign Plan (ACP) is in staffing. It directs the planning, preparation, and execution of Army operations and Army transformation. The ACP framework has two complementary parts: strategic posture and transformation. This framework synchronizes ACP planning, preparation, and execution; enables development of detailed, by fiscal year views of Army capabilities to build the program objective memorandum; assesses progress; aligns resource processes; and manages budget execution against the plan. Further, the framework provides flexibility to adjust plan execution as required.

(Organization updates continued on next page)

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

By Maj Kathleen Stancik, USAF, HQ AFDC/DJ

WE ARE MOVING !

Due to an organizational realignment, AFDC/DJ is in the process of moving South to our HQ at Maxwell AFB, AL. Until the dust settles, our office will be doing split operations at both Langley AFB, VA, and Maxwell AFB, AL. In April, Maj Pete Sartino moved to Montgomery, AL, as our ADVON team to claim office space. Col (S) Marc Okyen and Mr. Wayne Williamson also will move to Maxwell AFB during the summer months to become DJ's new director and deputy respectively. In the transition we've also had to say good-bye to some of our team. On 1 April 2004, Col Wade "McBob" McRoberts moved over to become team chief of the USAF Liaison team to USJFCOM; Lt Col Mike "Gambler" McKelvey will change his uniform for a civilian suit and retire from military service in June 2004; and MSgt Vern Smith, our admin support, will PCS to Davis Monthan AFB, AZ. We wish them all the best of luck and great success on their future endeavors. The remainder of the DJ military team, Lt Col Phil Severs, Lt Col Leslie Ann, Maj Kathleen Stancik, and Maj Tom Quick, all await news of their next assignment in the Tidewater area. Our secretary, Sheryl Johnson and editor, Bea Waggener are also waiting news of their next position. They will continue operating from the DJ office at Langley AFB until transitioning into new jobs.

The following paragraphs reflect the status of joint publications as of April 2004 for which the USAF is either the lead agent or primary review authority:

- JS J-3 hosted a Final Coordination Draft JWG for JP 3-52, *Doctrine for Joint Airspace Control in the Combat Zone* on 12 February 2004 at the Pentagon. The attendees reviewed and commented on the adjudicated comments. Expect JS J-7 to release this publication by August 2004.
- JP 3-59, *Joint Doctrine, Tactics, Techniques, and Procedures for Meteorological and Oceanographic Operations*, has entered its five-year revision cycle. Responses to the formal assessment request for feedback message have been received and USJFCOM JWFC is currently analyzing the comments. The Air Force is the lead agent for this publication; AF/XOW is the PRA and will be writing the revision.
- AFDD 2-1.3, *Counterland*, is currently under revision and will reflect 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, *Joint Interdiction Operations*. AFDD 2-1.3 should be approved by the end of CY 04.

- Revised Air Force Doctrine Document (AFDD) 1, *Air Force Basic Doctrine*, was approved on 17 Nov 2003 and is now available on the AFDC Internet Web site at <https://www.doctrine.af.mil>, and on the SIPRNET at <http://www.doctrine.af.mil>.

NAVY WARFARE DEVELOPMENT COMMAND (NWDC)

By Mr. Mike Bulawka, Joint Doctrine Analyst

NWDC has completed adjudication of the comments received on JP 3-08, *Interagency Coordination During Joint Operations (Second Draft)*. We carefully considered the language and content of JP 3-26, *Joint Doctrine for Homeland Security (Second Draft)*, as we reconciled the proposed revision to JP 3-08 so the two publications remain aligned without being redundant. We recently turned the process over to the Joint Staff doctrine sponsor for development of the final coordination draft. The joint doctrine development community's continued support of this effort is appreciated.

Commander, Fleet Forces Command, the primary review authority for JP 3-32, *Command and Control of Joint Maritime Operations*, continues to adjudicate the second draft comments. The development process has slowed down to allow for evaluation and inclusion, where appropriate, of parallel work being done on NWDC TACMEMO 3-32-03, *Joint Forces Maritime Component Command Planning and Execution*. A war game conducted in November 2003 using a draft TACMEMO 3-23-03 identified nine issues that became the agenda for the TACMEMO development workshop held from 9-12 March 2004. The nine issues discussed were integrating with established processes, defining functional relationships, interacting with subordinates, interacting with the joint force commander, current roles and responsibilities, managing the maritime task plan, processing maritime support requests, using the planning process, and coordinating intelligence support.

In order to expand access to the Naval Warfare Library, we have started to post selected Navy Warfare Publications, Navy Tactics, Techniques, and Procedures, and Navy Tactical Reference Publications to the Navy Knowledge On-line portal. This allows for access by a larger audience while maintaining an appropriate level of protection. To date, response from the Fleet on this effort has been positive. We, however, will continue maintaining our NWDC Discussion Group portal on the SIPRNET and the production and distribution of our Naval Electronic Warfare Library CD-ROM.

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

JOINT PUBLICATIONS

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 comments for the revision final coordination (FC) drafts of JPs 3-02.1, *JTTP for Landing Force Operations*, and 3-02.2, *JTTP for Amphibious Embarkation and Debarkation*, to the Joint Staff during February 2004. Upon successful adjudication of all of their respective FC comments and in accordance with the "Joint Doctrine Publication Consolidation Plan," these JPs will transition to and be published as approved multi-Service publications with the Marines as the lead Service for both.

Revised JP 3-06, *Doctrine for Joint Urban Operations*, was signed by the Joint Staff on 16 September 2002 and is available on the Web in the Joint Electronic Library (JEL) at <http://www.dtic.mil/doctrine>.

The revision process for JP 3-07.5, *JTTP for Noncombatant Evacuation Operations*, is underway. The preliminary coordination review of the program directive was completed in February 2004.

Revised JP 3-09.3, *JTTP for Close Air Support (CAS)*, was signed by the Joint Staff on 3 September 2003 and is available on the Web in the JEL at <http://www.dtic.mil/doctrine>.

MARINE CORPS DOCTRINAL PUBLICATIONS (MCDPS)

By LtCol John A. Bass, USMC (Ret)

When MCDP 1-0, *Marine Corps Operations*, was signed by the Commandant of the Marine Corps in September 2001, the Marine Corps' inaugural series of capstone and keystone doctrinal publications was completed (Figure 1 on next page). This series of official Marine Corps publications provides the top level doctrine that articulates the Marine Corps' way of fighting—from its warfighting philosophy of maneuver warfare to application of that philosophy across the range of military operations and the warfighting functions.

MCDPs provide Marines their higher-order doctrine—the fundamental truths and broad philosophy about the nature, theory, and conduct of war. As the authoritative basis for how Marines fight and operate, Marine Corps doctrine and its associated tactics, techniques, and procedures (TTP) form the foundation of Marine Corps education and training curricula. The doctrine presented in the MCDPs is meant to be enduring and universal. It is meant to project Marine Corps thinking well into the future.

In the capstone-keystone publications above MCDP 1-0 (Figure 1 on next page), the doctrine is not tied to any specific organization, structure, technology, type or intensity of conflict, or specific echelon of command. Subjects are described holistically, in their full complexity. Generally, the capstone-keystone MCDPs above MCDP 1-0 describe the nature of war as it applies to a particular subject, discuss the fundamental theories, and present the Marine Corps' philosophy on the subject. MCDPs are authoritative and descriptive rather than prescriptive in nature. The intent is to provide Marine leaders a common intellectual framework for applying judgment in solving the challenges they face—not to provide the solutions.

While MCDPs above MCDP 1-0 describe key doctrinal concepts and considerations but not specific methods and TTPs, MCDP 1-0 does both. It provides a degree of "how to" with the "why" as it bridges MCDPs to Marine Corps Warfighting Publications (MCWPs) and Marine Corps Reference Publications (MCRPs). Specifically, MCDP 1-0 broadly describes how Marine Corps leaders apply the maneuver warfare philosophy of warfighting across the range of military operations to support the national military strategy in naval, joint, and multinational operations. Its 11 chapters and six appendices describe how Marine Corps forces plan and conduct combat operations and how Marine Air-Ground Task Forces (MAGTFs) operate daily around the globe. MCDP 1-0 presents today's doctrine and introduces maturing "expeditionary maneuver warfare" concepts to guide the developing doctrine of tomorrow. This introductory methodology allows the manual to maintain relevancy through its eight-year life cycle.

The MCDP 1-0 can be divided into three focal areas. The first (Chapters 1 through 3) presents the reader with a broad overview of the historical role of the Marine Corps in national defense; the character of modern conflict; today's operational environment, national security structure and unified action; and the roles, functions, organization, and structure of the Marine Corps. The second focal area (Chapters 4 and 5) addresses deployment, employment, and sustainment of Marine Corps forces at the operational and tactical levels of war. It links the discussion of Marine Corps expeditionary
(Organization updates continued on next page)

Marine Corps Doctrinal Publication Series

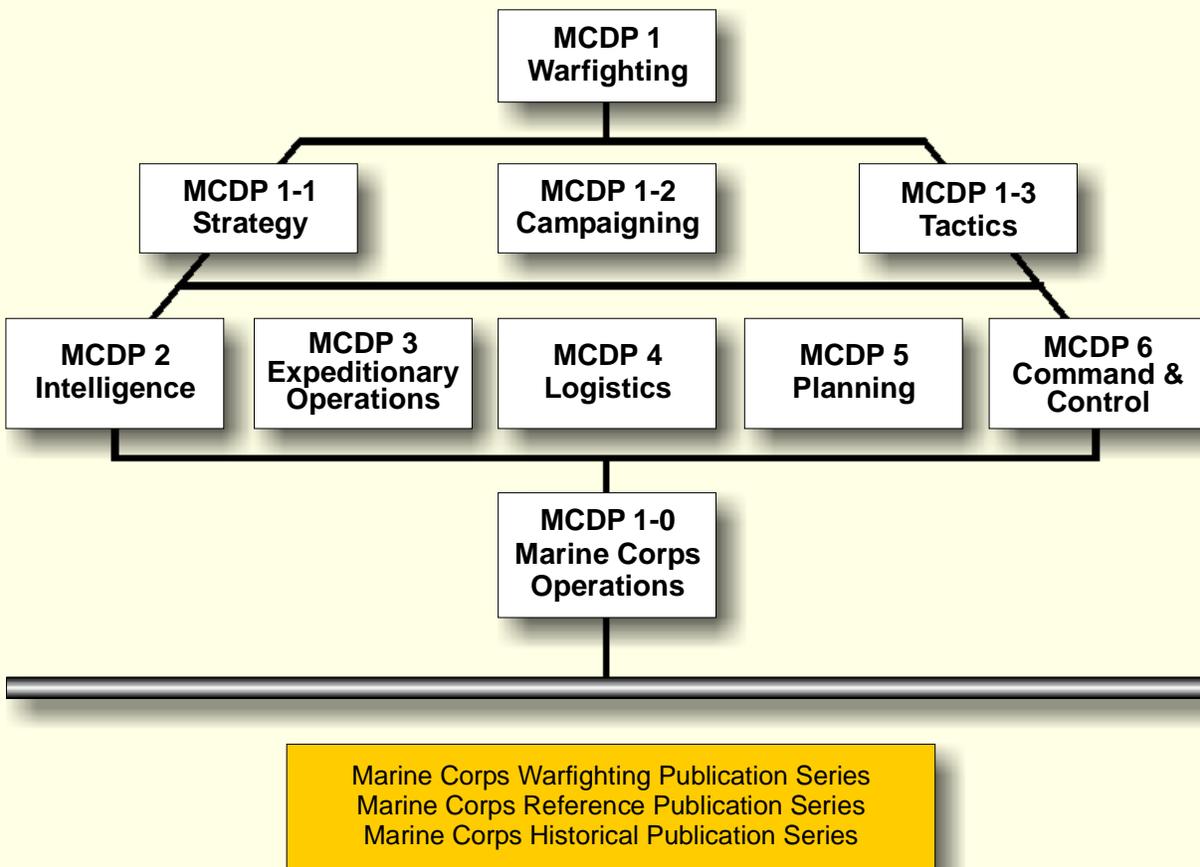


Figure 1. Marine Corps Doctrinal Publication Series

forces operating in the joint force commander's campaign with MCDP 1-2, *Campaigning*. It addresses the critical roles of the Marine Corps component commanders and MAGTF commanders in force deployment planning and execution. Employment is discussed in terms of the use of Marine Corps forces to conduct operations to achieve the joint force commander's objectives. Redeployment focuses on the Marine Corps doctrine of reconstitution—the actions that commanders plan and take in reestablishing the force's combat readiness as quickly as possible for subsequent redeployment and employment in new missions, in or out of theater. MCDP 1-0's third and principal focal area (Chapters 6 through 11) concentrates on conducting the full spectrum of MAGTF operations in war and military operations other than war (MOOTW). It describes how MAGTF commanders and their staffs apply Marine Corps maneuver warfare philosophy and doctrine to planning and conducting expeditionary operations.

The Marine Corps Doctrinal Publication Series codifies Marine Corps warfighting doctrine to be used as authoritative reference. From the capstone MCDP 1, *Warfighting*, through the transitional MCDP 1-0, the MCDP series articulates the Marine Corps' warfighting philosophy and discusses Marine Corps operational forces both as a Service component under joint force command and as Marine Air Ground Task Forces employed in joint and multinational operations.

MCDPs, MCWPs, and MCRPs may be viewed and downloaded from the MCCDC Doctrine Division Web site at <https://www.doctrine.usmc.mil/>.

Prior to his retirement from the Marine Corps LtCol Bass served as the Ground Combat Branch Head and Acting Director, Doctrine Division. He is currently the Multinational Coordinator at MCCDC Doctrine Division.

AIR LAND SEA APPLICATION (ALSA) CENTER

By COL Lavern Young, USA, Director

STOVEPIPING CULTURE LIMITS IDEA FRUITION

There is an effective way to kill ideas from the warfighter and limit communication and coordination among the Services—STOVEPIPING. In addition to communication and coordination breakdowns, stovepiping is labor and cost intensive. Allowing Services to stovepipe solutions to interoperability problems can lead to multiple solutions to the same problem, and the amount of solutions grows if different organizations within each Service are working to find solutions.

For nearly 30 years, the Air Land Sea Application (ALSA) Center has bridged Service interoperability gaps by listening to ideas from the field, keeping lines of communication open, and sharing information among the Services. No matter where it originates, once someone addresses a problem to ALSA, our action officers (AOs) work with each of the Services to research the problem and find a solution. If one Service has already begun to address the problem and is currently working on a solution, ALSA AOs share this information in order to provide potential solutions to other Services who might be having the same problems or working on similar solutions. If one or more Services are already working on solutions, ALSA AOs share this information to determine which Service is traveling in the direction of a 100 percent solution.

ALSA does this by various means. We use the Air Land Sea Bulletin, published by ALSA three times a year, to highlight emerging doctrine or ideas from the field. This venue allows the warfighters, staff officers, and others to openly discuss Service interoperability problems as they exist in the current force. Another method of establishing cross talk among the Services is the convening of a Joint Action Steering Committee (JASC) meeting. The JASC is made up of the doctrine chiefs of each Service. These general and flag officers meet as a minimum three times a year to discuss Service doctrine issues and provide guidance and direction for ALSA. During these meetings Service interoperability issues are discussed and possible solutions presented to the body. This is the only time the four Services' doctrine chiefs sit down in one room to discuss Service doctrine type issues. Finally, we spread the word by visiting units and organizations in the field. We have participated in numerous active and reserve exercises and training events which allowed us to share ideas and information with the field. Of course this is a two-way street because our visits to the field allowed us to hear first hand problems that exist and current doctrinal trends

associated with those problems. We can then carry those back to the Services for action.

PERSONNEL CHANGES

This is my last contribution to *A Common Perspective* as ALSA Director. I will be moving on to be the deputy brigade commander of 1st Brigade, 87th Division in Birmingham, Alabama. It has been an honor and a privilege to work with all of the great professionals of the joint doctrine development community. It is unlikely that I will ever again be associated with so many exceptional individuals from all our Services. You make me proud to wear this uniform—and prouder still to be a member of the joint team.

Upon my departure in May 2004 I turn ALSA over to Col. David "Mako" Peterson, USAF. Dave has served as my deputy and voice of reason for the past ten months. Dave came to us from the Air War College at Maxwell AFB, AL. Prior to his one-year stint at the Air War College, Dave served as the commanding officer of 85th Operations Squadron, Kefavik, Iceland. I have no doubt he will continue to carry on the fine tradition of this organization. He has a wealth of tactical experience and understands the complex challenges and issues associated with employing joint forces.

Assisting Dave, and managing the day-to-day functions of the organization is COL Mike Martinez. Mike will serve as Dave's deputy for the next year and move into the Directors position upon Dave's departure next summer. Mike was assigned as the US Defense Attaché for Yugoslavia prior to coming to ALSA. They will make a great team. It is without reservation that I transition the reigns to Dave as the Director of ALSA. I would like to wish him and the rest of our community the best of luck in the future.

PUBLICATIONS UPDATE

The next four pages contain a list of current (as of March 2004) publications, publications under revision, and new projects. For the most up-to-date information, go to our Web site at www.dtic.mil/alsa (accessible from a .mil domain only). We are currently in the process of moving our Web site to Langley AFB, VA. This will enable ALSA to have its own domain name, <http://www.alsa.mil>, and it will ensure that warfighters have access to our publications, drafts, and up-to-date information on ongoing projects.

33rd JOINT DOCTRINE WORKING PARTY

The 33rd JDWP scheduled from 25-26 May 2004 was cancelled along with the 5th Joint Doctrine Electronic Information System Configuration Meeting.

(Organization updates continued on next page)

**ALSA PROJECTS UPDATE
CURRENT ALSA PUBLICATIONS**

TITLE	DATE	PUB #	DESCRIPTION
ADUS: MTTP for AIR DEFENSE of the United States Classified SECRET/RELCAN	22 MAR 04	A: FM 3-01.1 N: NTTP 3-26.1.1 AF: AFTTP(I) 3-2.50	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: Awaiting Command Approval. Assess: 1 Sep 05 (18 mo); 1 Mar 07 (3 yr) POC: Team E alsae@langley.af.mil
AMCI: Army and Marine Corps Integration in Joint Operations	21 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. Assess: 1 Nov 04 (3 yr) POC: Team F alsaf@langley.af.mil
ARM-J: Antiradiation Missile Employment in a Joint Environment Classified SECRET	JUL 02 (Under Revision/ Incorporating with J-SEAD)	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 J-SEAD pub. Final Coordination Draft in world wide review. POC: Team A: alsaa@langley.af.mil
AVIATION URBAN OPERATIONS: Multi-Service Procedures For Aviation Urban Operations	15 APR 01	FM 3-06.1 (FM 1-130) MCRP 3-35.3A NTTP 3-01.04 AFTTP(I) 3-2.29	MTTP for the tactical-level planning and execution of fixed- and rotary-wing aviation urban operations. Current Status: Scheduled for revision in 04 (3 yr) POC: Team E alsae@langley.af.mil
BMO: Bomber Maritime Operations (RESCINDED) Classified SECRET	JUN 00	MCRP 3-23 NTTP 3-03.5 AFTTP(I) 3-2.25	Current Status: This MTTP has been Rescinded. POC: Team E alsae@langley.af.mil
BREVITY: Multi-Service Brevity Codes Distribution Restricted	05 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, <i>DOD Dictionary of Military and Associated Terms</i> . This pub standardizes air-to-air, air-to-surface, surface-to-air, and surface-to-surface brevity code words in multi-Service operations. Assess: 1 Dec 04 (18 mo); 1 Jun 06 (3 yr) POC: Team F alsaf@langley.af.mil
COMCAM: Multi-Service Tactics, Techniques, and Procedures for Joint Combat Camera Operations	15 MAR 03	FM 3-55.12 MCRP 3-33.7A NTTP 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. Assess: 1 Sep 04 (18 mo); 1 Mar 06 (3 yr) POC: Team C alsac@langley.af.mil
EOD: Multi-Service Procedures for Explosive Ordnance Disposal in a Joint Environment	15 FEB 01	FM 4-30.16 MCRP 3-17.2C NTTP 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. This publication enters revision Feb 2004. Current Status: Program Approval Package due back 16 Apr 04. POC: Team B alsab@langley.af.mil
HF-ALE: Multi-Service Procedures for High Frequency-Automatic Link Establishment (HF-ALE) Radios	01 SEP 03	FM 6-02.74 MCRP 3-40.3E NTTP 6-02.6 AFTTP(I) 3-2.48	Standardizes 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. Assess: 1 Mar 05 (18 mo); 1 Sep 06 (3 yr) POC: Team C alsac@langley.af.mil
ICAC2: Multi-Service Procedures for Integrated Combat Airspace Command and Control	30 JUN 00 (Will be reassessed upon publication of JP 3-52)	FM 3-52.1 (FM 100-103-1) MCRP 3-25D NTTP 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, <i>Doctrine for Joint Airspace Control in a Combat Zone</i> . 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 alsad@langley.af.mil
IDM: Multi-Service Tactics, Techniques, and Procedures for Improved Data Modem Integration Distribution Restricted	30 MAY 03	FM 6-02.76 MCRP 3-25G NTTP 6-02.3 AFTTP(I) 3-2.38	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. Assess: 1 Nov 04 (18 mo); 1 May 06 (3 yr) POC: Team C alsac@langley.af.mil

ALSA PROJECTS UPDATE
CURRENT ALSA PUBLICATIONS (Cont.)

TITLE	DATE	PUB #	DESCRIPTION
IFF: MTPP for Mk XII IFF Mode 4 Security Issues in a Joint Integrated Air Defense System Classified SECRET	11 DEC 03	FM 3-01.61 MCRP 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. Current Status: NATO version released Nov 03. Reclassified (US) Version Released Dec 03 Assess: 1 Jun 05 (18 mo); 1 Dec 06 (3 yr) POC: Team A alsaa@langley.af.mil
JAAT: Multi-Service Procedures for Joint Air Attack Team Operations Revision is Distribution Restricted	03 JUN 98 (Under Revision/ Incorporating with JFIRE)	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: Under revision. Will be incorporated with JFIRE POC: Team A alsaa@langley.af.mil
JAOC / AAMDC: Multi-Service Procedures for Joint Air Operations Center and Army Air and Missile Defense Command Coordination Revision is Distribution Restricted	22 Mar 04	FM 3-01.20 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: Awaiting print. Assess: 1 Sep 05 (18 mo); 1 Mar 07 (3 yr) POC: Team D alsad@langley.af.mil
JATC: Multi-Service Procedures for Joint Air Traffic Control	17 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 (AOR). Assess: 1 Jan 05 (18 mo); 1 Jul 06 (3 yr) POC: Team F alsaf@langley.af.mil
J-FIRE: Multi-Service Procedures for Joint Application of Firepower Distribution Restricted	01 NOV 02 (Under Revision)	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. Current Status: Incorporating JAAT information. POC: Team A alsaa@langley.af.mil
JIADS: Multi-Service Procedures for a Joint Integrated Air Defense System Distribution Restricted	08 JUN 01 (Under Revision)	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. *The revision will be entitled "Multi-Service Tactics, Techniques, and Procedures for an Integrated Air Defense System (IADS)." Current status: Final Coordination Draft in world wide review. POC: Team D alsad@langley.af.mil
JSEAD: Suppression of Enemy Air Defenses Classified SECRET	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: Final Coordination Draft in world wide review. POC: Team A alsaa@langley.af.mil
JSTARS: Multi-Service Tactics, Techniques, and Procedures for the Joint Surveillance Target Attack Radar System Distribution Restricted	17 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. Assess: 1 Sep 04 (18 mo); 1 Mar 06 (3 yr) POC: Team D alsad@langley.af.mil
JTF IM: Multi-Service Procedures for Joint Task Force Information Management Distribution Restricted	10 SEP 03	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. Assess: 1 Mar 05 (18 mo); 1 Sep 06 (3 yr) POC: Team C alsac@langley.af.mil
JTF Liaison Officer Integration: Multi-Service Tactics, Techniques, And Procedures For Joint Task Force (JTF) Liaison Officer Integration	27 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. Assess: 1 Jul 04 (18 mo); 1 Jan 06 (3 yr) POC: Team B alsab@langley.af.mil

(Organization updates continued on next page)

ALSA PROJECTS UPDATE
CURRENT ALSA PUBLICATIONS (Cont.)

TITLE	DATE	PUB #	DESCRIPTION
JTMTD: Multi-Service Procedures Joint Theater Missile Target Development Distribution Restricted	11 Nov 03	FM 3-01.51 (FM 90-43) 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 provides a common understanding of the threat missile target set and information on the component elements involved in target development and attack operations. Assess: 1 May 05 (18 mo); 1 Nov 06 (3 yr) POC: Team D alsad@langley.af.mil
NLW: Tactical Employment of Nonlethal Weapons	15 JAN 03	FM 3-22.40 (FM 90-40) MCWP 3-15.8 NTTP 3-07.3.2 AFTTP(I) 3-2.45 USCG Pub 3-07.31	This publication supplements established doctrine and TTP and provides a source of reference material to assist commanders and staffs in planning/coordinating tactical operations. It incorporates the latest lessons learned from real world and training operations, and examples of TTP from various sources. Assess: 1 Jul 04 (18 mo); 1 Jan 06 (3 yr) POC: Team G alsag@langley.af.mil
PEACE OPS: MTP for Peace Operations	26 OCT 03	FM 3-07.31 MCWP 3-33.8 AFTTP(I) 3-2.40	This publication provides tactical level guidance to the warfighter for conducting peace operations. Assess: 1 Apr 05 (18 mo); 1 Oct 06 (3 yr) POC: Team E alsae@langley.af.mil
REPROGRAMMING: Multi-Service Tactics, Techniques, and Procedures for Reprogramming of Electronic Warfare and Target Sensing Distribution Restricted	06 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. Assess: 1 Jul 04 (18 mo); 1 Jan 06 (3 yr) POC: Team G alsag@langley.af.mil
RM: Risk Management	15 FEB 01	FM 3-100.12 (FM 5-19.1) MCRP 5-12.1C NTTP 5-03.5 AFTTP(I) 3-2.34	Provides a consolidated multi-Service reference, addressing risk management background, principles, and application procedures. To facilitate multi-Service interoperability, it identifies and explains the risk management process and its differences and similarities as it is applied by each Service. Assess: Currently under 3 yr assessment. POC: Team G alsag@langley.af.mil
SURVIVAL: Multi-Service Procedures for Survival, Evasion, and Recovery Distribution Restricted	19 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. Assess: 1 Sep 04 (18 mo); 1 Mar 06 (3 yr) POC: Team B alsab@langley.af.mil
TADIL-J: Introduction to Tactical Digital Information Link J and Quick Reference Guide	30 JUN 00 (Incorporating with FORSCOM JTAO Handbook)	FM 6-24.8 (FM 6-02.241) MCRP 3-25C NTTP 6-02.5 AFTTP(I) 3-2.27	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. Current Status: The information in this publication will be incorporated into the FORSCOM Joint Tactical Air Operations Procedural Handbook. ECD: Fall 2004 POC: Team C alsac@langley.af.mil
TAGS: Multi-Service Tactics, Techniques, and Procedures for the Theater Air Ground System	8 DEC 03	FM 3-52.2 (FM 100-103-2) MCRP 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. Assess: 1 Jun 05 (18 mo); 1 Dec 06 (3 yr) POC: Team D alsad@langley.af.mil
TACTICAL RADIOS: Multi-Service Communications Procedures for Tactical Radios in a Joint Environment	14 JUN 02	FM 6-02.72 (FM 11-1) MCRP 3-40.3A NTTP 6-02.2 AFTTP(I) 3-2.18	Standardizes joint operational procedures for Single-Channel Ground and Airborne Radio Systems (SINCGARS) and provides and overview of the multi-Service applications of Enhanced Position Location Reporting System (EPLARS). Assess: 1 Jun 05 (3 yr) POC: Team C alsac@langley.af.mil
TMD IPB: Multi-Service Tactics, Techniques, and Procedures for Theater Missile Defense Intelligence Preparation of the Battlespace	04 MAR 02 (Transitions to the Army in SEP 04)	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. Assess: 1 Mar 05 (3 yr) POC: Team G alsag@langley.af.mil
UXO: Multi-Service Procedures for Unexploded Ordnance Operations (UXO)	23 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 explosive ordnance (UXO) sub-munitions to land operations, addresses UXO planning considerations, and describes the architecture for reporting and tracking UXO during combat and post conflict. Revision scheduled for 2004. Assess: 1 Aug 04 (3 yr) POC: Team B alsab@langley.af.mil

NEW ALSA PROJECTS

TITLE	EST PUB DATE	PUB #	DESCRIPTION AND STATUS
HAVE QUICK	MAY 04	A: FM 6-02.771 M: MCRP 3-40.3F N: NTTP 6-02.7 AF: AFTTP(I) 3-2.49	Will simplify planning and coordination of HAVE QUICK radio procedures and responds to the lack of HAVE QUICK TTP throughout the Services. Additionally, it provide operators information on multi-Service HAVE QUICK communication systems while conducting home station training or in preparation for interoperability training. Current Status: Awaiting Command Approval. POC: TEAM C alsac@langley.af.mil
DETAINEE OPERATIONS <i>MTTP for Detainee Operations in a Joint Environment</i> Distribution Restricted	MAY 04	A: FM 3-19.401 M: MCRP 4-11.8D N: NTTP 3-07.8 AF: AFTTP(I) 3-2.51	MTTP regarding detainee operations (unprivileged belligerents) to include transporting, transferring and holding of the high-risk detainees. Current Status: Awaiting Command Approval. POC: TEAM B alsab@langley.af.mil
UHF TACSAT/DAMA OPERATIONS	JUN 04	A: FM 6-02.90 M: MCRP 3-40.3G N: NTTP 6-02.9 AF: AFTTP(I) 3-2.53	Recent operations at JTF level have demonstrated difficulties in managing limited number of UHF TACSAT frequencies. TTP documented in this publication will improve efficiency at the planner and user levels. Current Status: Preparing for Command Approval. Expect Signature Draft to be sent out Apr 04. POC: TEAM C alsac@langley.af.mil
TST: MTTP for Targeting Time-Sensitive Targets Distribution Restricted	APR 04	A: FM 3-60.1 M: 3-16D N: NTTP 3-60.1 AF: AFTTP(I) 3-2.3	This publication provides the JFC, the JFC's operational staff, and components unclassified MTTP to coordinate, deconflict, 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: Awaiting command approval. POC: TEAM F alsaf@langley.af.mil
Interpreter Ops	TBD	CALL Handbook	Team B has researched this project. Program researched and advanced to Phase 4. Current Status: Available electronic and will be printed as a Center for Army Lessons Learned (CALL) Handbook. POC: TEAM B alsab@langley.af.mil



JP 3-26, *Joint Doctrine for Homeland Security, Update*

JP 3-26 final coordination staffing is underway. The Joint Staff Doctrine Sponsor (J-3) has set a suspense date of 31 May 2004 for the submission of comments. The goal is to have the publication ready for signature by the end of July 2004.

The second draft joint working group (JWG), meeting in February 2004, validated the basic construct of the publication, and reached consensus on a number of key areas. Among the agreements reflected in the final coordination version are: a homeland security definition consistent with that in the *National Strategy for Homeland Security*; a stronger correlation between homeland defense (HD), civil support (CS), and emergency preparedness (EP); a systemic interpretation of the critical infrastructure protection framework and its integral components—national critical infrastructure, defense critical infrastructure, and the defense industrial base; a homeland security (HS) campaign model; and a HS operational framework with its mission areas (HD and CS). For HD operations, the Department of Defense serves as the lead federal agency with other federal agencies in support. For CS operations, the Department of Defense serves in supporting roles.

The operational framework missions reflected in the publication include air defense, land defense, and maritime defense under the HD mission area. A section on supporting operations and enabling activities address areas such as space support, information operations, antiterrorism, force protection, and ballistic missile defense as integral parts of HD. Under the CS mission area, the missions include military assistance to civil authorities (MACA); which is further broken down into military support to civil authorities (MSCA), military assistance for civil disturbance (MACDIS), and military support to Civilian Law Enforcement Agencies (MSCLEA). The publication reflects a broader application of the various federal plans and the request for assistance process as well as an expanded consideration of the roles of the US Coast Guard and the reserve components. Two appendices containing material that was redundant with other joint publications or thought to be unnecessary by the Joint Working Group were deleted from the publication.

(Continued from page 18)

7 National Academy of Engineering, *Greatest Engineering Achievements of the 20th Century*, accessed at <http://www.greatachievements.org/>.

8 Ed Yardeni, cited in Antonio A. Prado, "Economists Say Internet Boom Pales Next To Industrial Age," *Investor's Business Daily*, January 11, 2001.

9 Richard J. Newman, "Warfare 2020," *U.S. News & World Report*, August 5, 1996.

10 Colonel David A. Fastabend, "FM 100-5: 1998: Endless Evolution," *Army*, May 1997. 48.

11 The entire April 2002 edition of *A Common Perspective*, US Joint Forces Command Joint Warfighting Center Doctrine Division's Newsletter, is titled, "Fueling the Engine of Change."

12 See Colonel James R. McDonough, "Building the New FM 100-5: Process and Product," October 1991.

13 *The New York Times Magazine*, May 1, 1994. See also General Gordon R. Sullivan and Colonel James M. Dubik, *War in the Information Age*, (Carlisle Barracks, PA: U.S. Army War College, 1994). 54.

14 See Sir Michael Howard's famous dictum that, "... whatever doctrine the Armed Forces are working on now, they have got it wrong....that does not matter....What does matter is the capacity to get it right quickly when the moment arrives" in "Military Science in the Age of Peace," *RUSI. Journal of the Royal Service Institute for Defense Studies*, 119 (No. 1), March 1994. 3-12. For a discussion of responsibility see BrigGen David A. Fastabend and Robert H. Simpson, *Adapt or Die*, *Army*, February 2004. 17.

15 See Barry Posen, "Explaining Military Doctrine," in *The Sources of Military Doctrine: France, Britain and Germany Between the World Wars*, (Ithaca, NY: Cornell University Press, 1984). 47-88.

16 See "Doctrine Organization Updates," Joint and Army Doctrine Directorate, US Army Training and Doctrine Command in *A Common Perspective*, May 2003. 25 for the Army's effort and http://jdeis.cornerstoneindustry.com/JSPportlets/welcome_info/systemdescription.htm for JDEIS, accessed August 30, 2003.

17 JP 3-33, *Joint Force Capabilities*, 13 October 1999.



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>

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: <https://ca.dtic.mil/doctrine/default.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:

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

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

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USEUCOM Publications:

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Air Land Sea Application Center:

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TERMINOLOGY

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

"Initiative means freedom to act, but it does not mean freedom to act in an offhand or casual manner. It does not mean freedom to . . . depart unnecessarily from standard procedures or practices or instructions."

Ernest J. King, "A Naval Record," 1952

Admiral King earned his permanent place in history through his remarkable contribution to the Allied victory in World War II. The first man to hold the combined positions of Chief of Naval Operations and Commander in Chief of the US Fleet, Admiral King's slogan was "do all that we can with what we have." What we now have are several emerging joint operational concepts that are in the process of making their way into our joint doctrine. We in the joint doctrine development community (JDCC) must put on our "Admiral King hats" and ensure that only properly validated emerging concepts that demonstrate an added value are incorporated in our upcoming joint doctrine revisions. Several key joint publications (JPs), to include JPs 0-2, *Unified Action Armed Forces (UNAAF)*; 3-0, *Doctrine for Joint Operations*; and 5-00.2, *Joint Task Force Planning Guidance and Procedures*, will be assessed and revised during the next year. These JPs are likely candidates to reflect the guidance that may evolve from the emerging concepts.

As always, terminology will be one of the key elements when incorporating the emerging joint operational concepts into our joint doctrine. Several of these concepts currently are undergoing various stages of field review and validation, often without an agreed upon definition. For example, what are "effects-based operations," "collaborative information environment," or "operational net assessment"? Lots of folks actively involved in joint training and current joint operations use these terms freely, but as of yet they have no universally approved joint meaning. Efforts to identify specific definitions for these terms are continuing—success will require cooperation and coordinated actions by all members of the JDCC.

Specific and now erroneous uses of the terms "National Command Authorities" (NCA) and "commander in chief" (CINC)—when referring to the combatant commanders—have been identified in the joint terminology database and should be purged soon. As many of you know, the

Secretary of Defense personally directed that use of these terms be discontinued. I am at a loss to explain the delay in completing this action. While we're on this topic, I have observed several incorrect references to the combatant commands and combatant commanders as "COCOMs," including several instances in documents originating on the Joint Staff. "COCOM" is the acronym for "combatant command (command authority)," which is the nontransferable command authority exercised by a combatant commander over assigned forces. We must be ever vigilant to correct quickly any and all instances of this inappropriate usage.

As always, keep your powder dry and maintain your situational awareness out there.



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