



A Common PERSPECTIVE

Joint Warfighting Center's Newsletter

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"The nature of modern warfare demands that we fight as a joint team. This was important yesterday, it is essential today, and it will be even more imperative tomorrow. Joint Vision 2010 provides an operationally-based template for the evolution of the Armed Forces for a challenging and uncertain future. It must become a benchmark for Service and Unified Command visions."

John M. Shalikashvili
Chairman of the
Joint Chiefs of Staff



FROM THE EDITOR

GREETINGS!

In what will equate to the slickest demonstration of salesmanship since Peter Minuet purchased Manhattan from the Indians for 60 Dutch guilders, CDR Paul Momany (alias Peter Minuet) "sold" me the job of Executive Editor of A Common Perspective. I'm Major Dean Marvin. I arrived at JWFC in April 1996 and, with the help of the staff here, am quickly learning to enjoy this environment. I am grateful for this opportunity to serve and trust that, with your help, A Common Perspective will remain a viable means to keep everyone apprised of the latest news and issues surrounding Joint Doctrine.

While addressing the need to achieve "jointness," one of our Combatant CINCs recently provided the following three reasons (paraphrased): It's the law (Goldwater-Nichols Act); money is tight; and Congress will do it for us if we don't. He went on to remind our military leadership that Congress is scheduled to conduct a review of defense strategy and needs during 1997. A fourth reason for jointness quickly comes to mind—it just makes sense! The Cold War was relatively easy, i. e., "they" were the bad guys and "we" were the good guys. Today's battlefield is more complex. Defining the enemy, exploring coalition forces/relationships, religious and economic ties, monetary issues, etc., are just some of the reasons that make the battlefield more ambiguous. The only alternative is to build a synergistic force-in-readiness that can flexibly avert war, maintain peace,

and/or make war. True jointness based on sound joint doctrine is the only answer! I am proud to be a part of the JWFC to assist joint doctrine writing, assessing, and publication distribution in these efforts.

I want to thank Mr. Josiah McSpedden and Mr. Bob Hubner for their help in getting this edition of A Common Perspective ready. I was TAD/TDY during the final weeks while so much was being done by them. Without their efforts, this issue would not have come to fruition. These two gentlemen, who make up the bulk of the A Common Perspective staff, will have their hands full churning out future issues. Let's wish them luck—they're really the ones who will keep this thing together over the long haul.

Dean Marvin, Maj, USMC,
Executive Editor

Josiah McSpedden & Bob Hubner
Managing Editors

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"FAREWELL"

*By Lt Gen Joseph J. Redden, USAF,
Commander, JWFC*

This issue of A Common Perspective has been preceded by a significant amount of change in the personnel associated with our joint doctrinal effort. It also serves as the vehicle to further acquaint most of you with the Chairman's vision for the future, Joint Vision 2010.

We are being well served by a new editor, Maj Dean Marvin, USMC. CDR Dan Tansey has joined the staff of the Armed Forces Staff College after completing his great tour at the Joint Warfighting Center. Dan took his considerable professional library with him, but he did leave Dean a thesaurus and his phone number.

Two major players have departed the Joint Doctrine community with the retirement of COL Jack Colley, USA, of J-7, JDD, and the reassignment of CAPT Ernie Rogers, head of JWFC's Doctrine Division. Jack and Ernie have been like the Mr. Inside and Mr. Outside of Army football to the doctrine effort. Their collective efforts enabled the process and ensured a collaborative environment at the Joint Doctrine Working Parties. Jack leaves for Texas, where he plans to find some cattle to go with his big hat. Ernie's new assignment includes such hardship duties as evaluating port security in places like Hawaii and Australia. We wish them both Godspeed and Good Fortune!

The Chairman's Joint Vision 2010 will be discussed in some detail in this issue. It is the vehicle that will take us to the next level of jointness. An intellectual framework to help determine the capabilities needed to support the range of future



military operations, the process of implementing Joint Vision 2010 will provide better support to our existing decision-making efforts through a more comprehensive joint effort of analyses, wargames and simulations. It is inevitable that Service programs will run headlong into future budget constraints. I believe we will have reached the next level of jointness when we are able to use jointly agreed upon measures of merit to evaluate options and come to closure on major issues without the rancor and divisiveness that marked past budget debates. The effort deserves your best thoughts and support. It provides an avenue to support our national security objectives with the right mix of capabilities in which we all strongly believe.

This issue is also my last as the Commander of the Joint Warfighting Center. I will move on to a new assignment at the Air University. My replacement is Maj Gen Hal Hornburg, USAF. Hal has an outstanding operational background. He served as the Deputy J-7, and most recently was responsible for the daily direction of NATO air operations in support of Bosnia. Hal is a great joint officer who brings a current operational perspective to our efforts. It's been great to be part of a group effort that has made a real contribution to our joint community. The future will see your efforts make the difference.

[Editor's Note: Lt Gen Redden was promoted to his present rank in a ceremony conducted at JWFC on 27 September. Lt Gen Dula, Vice Commander, HQ, ACC, a life-long friend of Lt Gen Redden, presided over the ceremony.]



JWFC CHANGE OF COMMAND

Maj Gen Hal M. Hornburg relieved Maj Gen Joseph J. Redden as Commander, JWFC at Ft. Monroe, VA, on 13 September 1996. Lt Gen Richard B. Myers, Assistant to the CJCS, officiated the ceremony. Lt Gen Myers noted the JWFC has a "short, but very proud history directly attributable to the leadership and extraordinarily skilled professionalism of the men and women who are part of the organization. [The JWFC is] truly on the leading edge of our joint military and indeed the heart of our ability to reach out and affect the future of joint forces and their capabilities worldwide. The JWFC is our vehicle for change and, more importantly and specifically, for managing that change." He praised Maj Gen Redden and the JWFC for developing a superb relationship with the CINCs and commands around the world. He added, "Joe, you brought to this job an extraordinary vision and skill that firmly established the JWFC as the lead agent for development of joint doctrine as well as the significant role played in supporting joint training, exercises, and operations, and you've done a magnificent job."

Maj Gen Redden expressed appreciation to the TRADOC Deputy Commanding General and Ft. Monroe Post Commander for the wonderful support which contributed so much to the successful stand-up of the JWFC. He noted that in the past two years, "we've truly had a team effort consisting of active duty military officers, federal government service employees, and a contractor team which has been absolutely superb." He added, "I truly believed in what we were doing. It's been an interesting path to jointness over the years. . . I leave it personally encouraged by the progress I've seen and many things that have happened over the last two years, and I'm encouraged by where we will go in the future. I'm very proud to have been part of the organization and to help it reach this point and demonstrate the capabilities it has, but I'm even prouder of the potential it represents and the contributions that it will make in the future." He thanked all for doing a great, solid, professional job, for being such good friends, and making it such a wonderful experience.

After accepting the colors, Maj Gen Hornburg stated he was honored to be the new steward of the JWFC. He declared to the men and women of the JWFC, "We have a challenge ahead, and I think the challenge comes from change. We need to be leaders in trying to foster change and do it in positive and smart



ways. Machiavelli wrote: "There is nothing more difficult to take in hand, or more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things, because the innovator has for enemies all those who have done well under the old conditions and lukewarm defenders in those who may do well in the new." He added, "I look forward to working with you to go out and try to change things for the best."

Maj Gen Hal M. Hornburg entered the Air Force in 1968 as a graduate of the Texas A&M Reserve Officer Training Corps program. He commanded a composite fighter wing during Operation DESERT STORM and commanded the first Air Force composite wing during the Air Force reorganization in 1991-1992. He has served as Vice Director, Operational Plans and Interoperability, J7, Joint Staff; Director of Operations, Headquarters U.S. Air Force; an F-15 East Coast demonstration pilot; Air Force liaison officer to the U.S. Senate; and chief of the USAF Colonels' Group. He is a command pilot, having logged 4,000 flight hours and three combat tours.

He was most recently the Deputy Commander, Headquarters, 16th Air Force and Director of the Combined Air Operations Center, 5th Allied Tactical Air Force, Vicenza, Italy. He directed operational planning and tactical employment of NATO airpower over Bosnia-Herzegovina to enforce the UN Security Council Resolutions and imposed no-fly zones. He was also the Operational Director of NATO's Operation DENY FLIGHT and Deputy Joint Force Air Component Commander for Operation PROVIDE PROMISE.



Newsletter Inputs and Subscription Information

Please pass this newsletter to anyone you think may be interested. If you didn't get a copy directly, and would like to receive one, fill out the subscriber request form (page 35) and either mail or fax it to us. If you want copies of back issues, we have limited numbers available. We hope you will enjoy A Common Perspective and take the time to provide us some feedback.

Our next edition will be published in March 1997. We continue to solicit articles and commentaries regarding joint doctrine/operations. Submissions should be 1500 words or less—we will consider longer article as possible Features. Please submit articles or letters on disc or via E-mail for ease in handling. We need your submissions by 7 February 1997.

Send your articles, letters, or commentaries to:

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JOINT VISION 2010

A NOTE FROM THE CHAIRMAN

The central topic of this issue of A Common Perspective is the implementation of Joint Vision 2010. Like any military operation, the best plans succeed as a result of a common understanding of the intent of the plan and initiative at every level during implementation.

Joint Vision 2010 is no different. For the first time since the end of the Cold War, we have published a common direction for our Services to guide the development of their unique capabilities as we work to enhance our joint warfighting effectiveness. It is an all-encompassing vision, that not only describes new operational capabilities designed to create dominance across the full spectrum of military operations, but also identifies the main factors necessary to achieve those capabilities: high quality people, innovative leadership, agile organizations, leading edge technology, integrated training and doctrine, and superior equipment and weapons systems.

The implementation of Joint Vision 2010 will be dynamic. While keeping our day-to-day readiness high, we must simultaneously develop new concepts, assess emerging technologies and concepts, and integrate existing requirements processes, such as the Joint Requirements Oversight Council and the Joint Warfighting Capabilities Assessments, into our efforts. Most importantly, implementation will require the active participation and collaborative efforts of the Joint Staff, CINCs, Services, and other joint and government agencies.

Joint Vision 2010 provides the template for channeling the vitality and innovation of our fundamental strength—our people—toward a common view of future capabilities. To realize the full potential of our vision and to ensure that we are prepared to meet the uncertain challenges of the 21st Century, we must proceed with the implementation of Joint Vision 2010 in a manner that will enable us to leverage new opportunities and negotiate unforeseen changes ahead, and turn today's vision into tomorrow's Armed Forces.



FUTURE WARFARE - PREPARING FOR THE 21ST CENTURY

*By Col John Clauer, USMC, Chief, Joint Vision
2010 Branch*

In July 1996, the Chairman of the Joint Chiefs of Staff issued Joint Vision 2010 (JV 2010)—a vision for the future. This vision statement will become a conceptual template for the future of America's Armed Forces. It will leverage technological opportunities and channel human vitality and innovation to achieve new levels of effectiveness in joint warfighting. Focused toward achieving dominance across the range of military operations through the application of new operational concepts, this template provides a common direction for Services, commands, and defense agencies as they prepare to meet an uncertain and challenging future.

JV 2010 provides a pathway along which joint agencies, combatant commands, and Services can journey into the future. This article describes that pathway. It first reviews the key elements of the Vision. It then discusses the next major step—that of conceptually amplifying JV 2010's key elements. The article concludes with a discussion of a process that will lead to fielding the capabilities needed to meet anticipated 2010 requirements.

THE VISION

JV 2010 provides the vision for how joint forces will fight in the year 2010. The vision is rooted in the realities of the present with a forward-looking sense of future conditions and capabilities. It addresses the continuities and changes for joint forces of the early 21st Century. It builds on the strengths of our Services and the quality of our warfighters and leaders by integrating new and emerging technologies with operational concepts that will provide significant improvements in our joint warfighting capabilities. Revolutionary technological advancements, particularly in information-specific technologies, transform traditional ideas about maneuver, strike, protection, and logistics into four new and powerful operational concepts: dominant maneuver, precision engagement, full-dimensional protection, and focused logistics. Enabled through information superiority

and technological innovation, these new concepts combine to give a joint force commander (JFC) full-spectrum dominance—the capability to dominate any adversary across the entire range of military operations.

- **Dominant maneuver** is the multidimensional application of information, engagement, and mobility capabilities that synchronize the positioning and employment of widely dispersed joint sea, land, air, and space forces to accomplish assigned operational objectives. To be effective, it will require forces that are capable of conducting synchronized and sustained joint operations from dispersed postures, yet able to outpace and outmaneuver any adversary. The emphasis is on massing effects (not forces) in decisive operations.
- **Precision engagement** envisions a system of systems that enables our forces to accurately locate the objective, provide responsive command and control, precisely generate the desired effect, accurately assess the level of success, and retain the flexibility to reengage quickly when required. This concept is a function of precision guidance and standoff capability. It generates desired effects in time and intensity by providing responsive and accurate attack over extended ranges while minimizing unwanted collateral damage.
- **Full-dimensional protection** is the multilayered capability to better protect our forces and centers of gravity at all levels while maintaining freedom of action through all phases of joint force deployment, employment, and redeployment. It integrates capabilities to "see" the battlespace, discriminate friend from foe, and rapidly protect against enemy attacks from all quarters.

JOINT VISION 2010

Joint forces that are:

Persuasive in Peace

Decisive in War

Preeminent in Any Form of Conflict

- **Focused logistics** emphasizes the fusion of information and transportation technologies that provide rapid crisis response, the ability to track and shift assets even while in transit, and directly deliver tailored logistics packages and sustainment at the required level of operations. This concept enables joint forces of the future to be more mobile, sustainable, and more easily deployed to anywhere in the world.
- **Full spectrum dominance** is achieved by the JFC through the harmonization of the four concepts just described. Success of any one concept depends fully on the successful achievement of the other three. JV 2010 must be viewed in this holistic perspective. Together, these key JV 2010 elements can allow US forces to dominate an opponent at every level of war. By applying them in the right balance, we can respond effectively to a broad range of assigned missions, whether they involve combat or more benign operations, to achieve objectives.

The role of information and related technology is central to realizing the full potential of each of these concepts. JV 2010 operations will require unrestricted access to information about enemy and friendly forces. Our Service and joint force commanders must have information superiority over any potential adversary—an overwhelming advantage in the speed and accuracy of collecting, processing, and transferring data. Inherent in this are the abilities to protect our own information and systems from any kind of intrusion while locating, accessing, and attacking an adversary's systems. Information superiority enables our forces to take advantage of the full array of their capabilities, and is a fundamental precondition for successful 2010 operations.

THE CONCEPT FOR FUTURE JOINT OPERATIONS

While JV 2010 establishes the intellectual pathway to the future, its key elements require amplification in order to provide a solid intellectual foundation for future change. The joint community should understand how joint forces will fight in 2010 in order to make timely and relevant changes to doctrine, materiel, organizations, training and education methods, and leader development programs. This is analogous to developing a concept of operations for an impending

World War II provides an example of how different ways of conceptualizing the use of advanced capabilities can dramatically affect employment concepts and results.

By the beginning of World War II, both the French and the Germans possessed similar armor, aircraft, and communications technologies. Yet their "concepts" for combining and employing these capabilities were remarkably different. Not only were the French inclined to use the tank as an infantry support weapon, but they also did not recognize the value of a rapid-response, highly mobile armored reserve. They spread their tanks along the "impenetrable" Maginot Line, relying on this significant obstacle, the Ardennes Forest, and the border with Belgium to deny the Germans entry into France.

The Germans combined strategic and operational art with an innovative tactical employment concept that integrated aircraft, armored formations, and communications. This allowed them to draw the Allies attention to the Netherlands, bypass the Maginot Line through the Ardennes, and break out of the forest into France with "blitzkrieg" warfare that caused France to fall within days.

mission prior to task-organizing forces, providing specific capabilities, or conducting rehearsals. An operations plan provides the intellectual foundation for a near-term operation. A warfighting concept can provide a similar foundation for 2010 operations by projecting a holistic future operational framework within which to evaluate various combinations of potential capabilities.

With support from each Service's doctrine center, JWFC has been working on a Concept for Future Joint Operations for the past several months. We can view this concept as a "marketplace of ideas"—a tool to help us think about joint operations projected out 15-20 years. This concept will allow us to explore the effects of different combinations of technological and operational variables in seminars, simulations, wargames, exercises, and other experiments in order to find the combination that best facilitates JV 2010's full spectrum dominance. This Concept for Future Joint Operations will thus provide the basis for the various assessment activities that follow.

(Continued on next page)

Concept for Future Joint Operations

- Chapter 1 A Pathway to the Future
- Chapter 2 Future Challenges
- Chapter 3 Fundamentals
- Chapter 4 The Impact of Technology
- Chapter 5 Information Superiority
- Chapter 6 Joint Operations in the Information Age
- Chapter 7 The 21st Century Warrior
- Chapter 8 2010 Operations
- Chapter 9 Implications

Appendix A Joint Vision 2010 Text

The concept focuses on joint force operations at the operational level of war. It currently has nine chapters. The following are brief summaries of chapter contents:

- **Chapter 1** (Joint Vision 2010—A Pathway to the Future) introduces JV 2010's key elements. This chapter goes on to describe a concept-based approach that will provide an intellectual underpinning for the various assessment activities that will follow.
- **Chapter 2** (Future Challenges) discusses the nature of the environment that will most likely face JFCs in 2010. This is an environment in which our national interests will continue to require power projection as a fundamental strategic concept. While the US may not face another true superpower, several countries or regional coalitions could present formidable challenges. They may possess advanced-technology weapons (including weapons of mass destruction). They will also seek to counterbalance US military superiority with lower-technology counters to our high-technology systems.
- **Chapter 3** (Fundamentals) reviews some of the key elements that form the very foundation of the American way of war. It briefly discusses such fundamental constructs as values, principles of war, the range of military operations, and the levels of war. The chapter describes the tasks (command and control [C2], maneuver, firepower, etc.) that the JFC must combine successfully in order to build

and sustain combat power. This chapter is intended not as a joint doctrine tutorial, but rather as reinforcement that our thinking about future operations should be rooted in a foundation of time-tested principles, relationships, and lessons learned.

- **Chapter 4** (The Impact of Technology) discusses the nature of technological change and its potential impact on 2010 operations. It lists 12 Joint Warfighting Capability Objectives developed by the Joint Staff in collaboration with OSD and Service science and technology executives. These represent the capabilities (such as information superiority and theater missile defense) perhaps most critical to maintaining the military technological advantage currently enjoyed by the US over potential adversaries.
- **Chapter 5** (Information Superiority) could be both the concept's linchpin and Achilles' heel. Since information superiority is an integral part of each of JV 2010's key elements (such as precision engagement), failure to achieve it clearly puts the concept (and therefore the Vision) at risk. This chapter discusses information superiority within the 2010 "infoscape." The discussion leads to the conclusion that "dominant battlespace awareness" is an essential product of information superiority. The chapter concludes with a brief discussion of joint warfare in the information age.
- **Chapter 6** (Joint Operations in the Information Age) is the heart of the Concept for Future Joint Operations. The key elements—dominant maneuver, precision engagement, full-dimensional protection, and focused logistics—are discussed in detail sufficient to provide a foundation for the assessment that will follow. Separate sections of this chapter explore the characteristics of the key concepts and incorporate the essential aspects of information superiority from the previous chapter. This leads to a description of full spectrum dominance—the ability of our 2010 JFCs to dominate any adversary across the full range of military operations.
- **Chapter 7** (The 21st Century Warrior) acknowledges the importance of the human dimension to successful 2010 operations.

This chapter first discusses physiological, psychological, and ethical considerations and continues with sections on leadership, education and training, and technology. It concludes that the courage and heart of our soldiers, sailors, airmen, and marines will remain the foundation of our Armed Forces.

- **Chapter 8** (2010 Operations) will eventually contain a narrative scenario that will depict a 2010 force in various joint operations. This chapter will demonstrate the use of the key concepts in a way that can support assessment during future seminars, roundtables, and wargames.
- **Chapter 9** (Implications) will provide a key link in the implementation process. "Implications" are conclusions and indications concerning what we might need to change in the future if we are to operate in accordance with the precepts established in JV 2010. As the assessment phase of implementation proceeds, the concept will be refined. This will lead, in turn, to a continuing reassessment and refinement of the implications. With these inputs, our senior joint and Service leaders will decide on changes to doctrine, materiel, training and education methods, leader development programs, and organization design in order to field forces that are prepared for the challenges of 2010 operations.

The *Concept for Future Joint Operations* was released as an Initial Draft by the JWFC Commander in late September 1996 for worldwide staffing with Services, combatant commands, and the Joint Staff. This concept will be assessed during a JWFC-hosted series of flag officer seminars beginning in late October 1996. JWFC will also host an action officer concept working group in early December to work through issues related to further refinement of the concept and subordinate enabling concepts.

ENABLING CONCEPTS

While the core concept provides the essential elements of a future operations framework, several critical areas could require more extensive development. JV 2010, for example, describes information superiority as a ". . . fundamental precondition and continuous requirement for successful conduct of combat and deterrent operations." We believe it will be beneficial to investigate the components of information superiority and their impact on joint force C2 in a more detailed, subordinate concept. This would help "enable" future joint force C2 by providing an appropriate level of treatment for this critical area. Other complex topics could also be explored in "enabling concepts". These would allow expanded treatment of important areas without making the core warfighting concept longer or harder to read. Enabling concepts are under development at JWFC and are based on the operational-level tasks of the Universal Joint Task List (UJTL) plus three additional areas: Information Superiority, Multinational Operations, and Interagency Operations (see figure 1). There could be any number of enabling concepts; some could be developed concurrently with the Concept for Future Joint Operations, while others could be added later.

THE IMPLEMENTATION PROCESS

Implementation of JV 2010 aims at achieving a set of capabilities (doctrine, materiel, training programs, and so forth) relevant to projected 2010 operations. Achieving this objective will require more than conceptualization or experimentation with advanced-technology systems. Implementation requires a process that closely synchronizes several related functions and activities.

The implementation process consists of two primary efforts (See figure 2 on page 10). First, the Vision will be incorporated as strategic direction

(Continued on next page)

**Potential
Enabling Concepts**

- Command and Control
- Intelligence, Surveillance, Reconnaissance
- Protection
- Operational-level Support
- Movement and Maneuver
- Firepower
- Information Superiority*
- Multinational Operations*
- Interagency Operations*

*not included in UJTL

Figure 1. Enabling Concepts

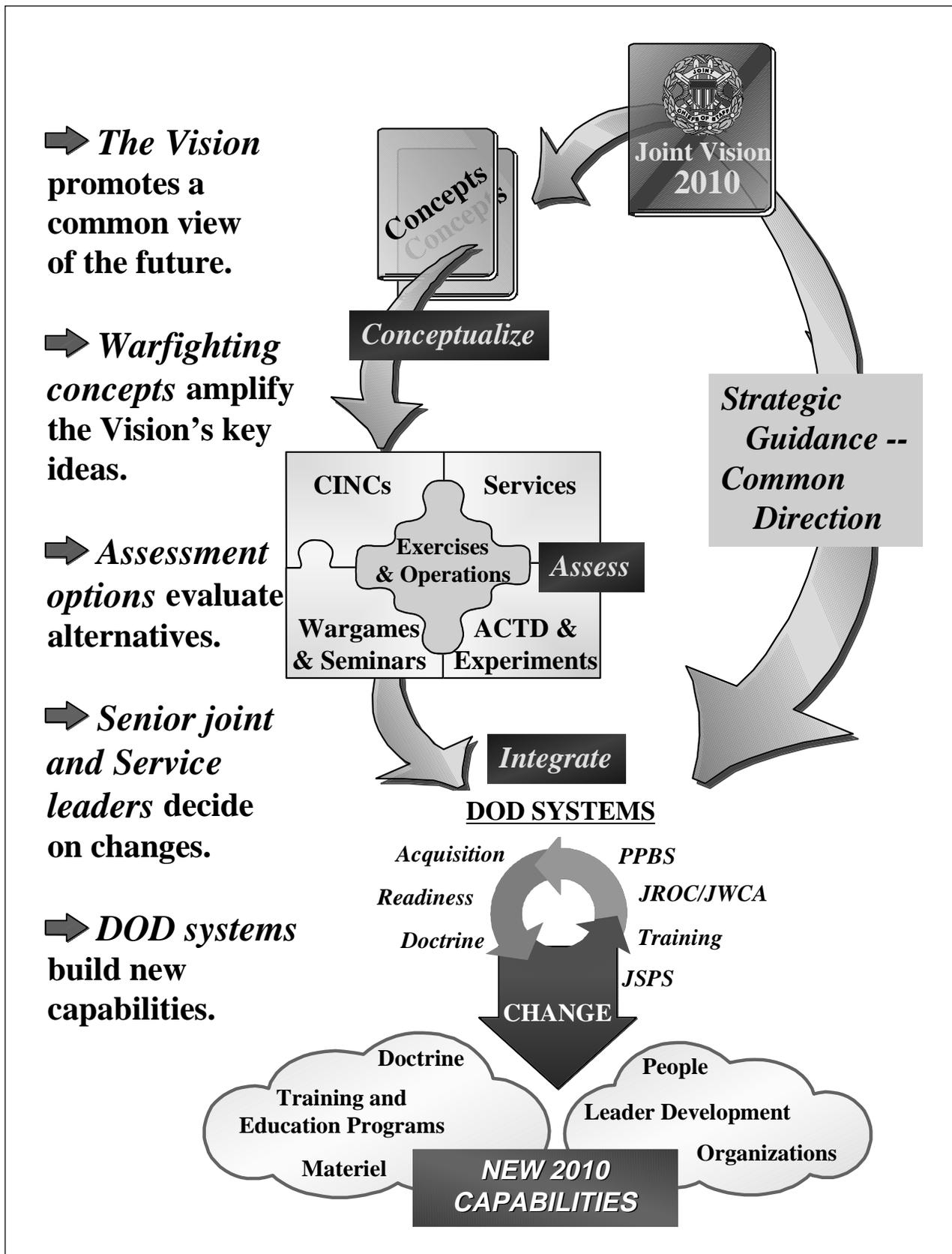


Figure 2. Joint Vision 2010 Implementation Process

into existing defense planning systems, processes, and programs. Second, the Vision will guide the development and assessment of future joint operations concepts and eventually lead to fielding those operational capabilities needed for joint operations in 2010. Participation by combatant commands, Services, and defense agencies is essential to an effective implementation process.

Successful implementation requires the focused integration of many efforts through the established DOD systems in order to determine and pursue a set of capabilities relevant to 21st Century requirements. CINC, Service, and Joint Staff representatives, for example, will participate in developing and refining the Concept for Future Joint Operations. Modeling and simulation experts will support joint, advanced warfighting experiments that will assess variations of projected technological and operational capabilities. The DOD research and development community will explore specific materiel enhancements relevant to the core concept and enabling concepts. Combatant Commanders, Services, and the Joint Staff can structure

certain exercises to examine organizational and operational options. Other existing programs and groups—such as the Joint Warfighting Capabilities Assessment (JWCA) and the Joint Requirements Oversight Council (JROC)—will have appropriate roles in the process. With JV 2010 as the impetus and Joint Future Operations as the centerpiece, the far-reaching effect is one of promoting DOD unity of effort to achieve 2010 capabilities.

The J-7 (Operational Plans and Interoperability) is the Joint Staff proponent for JV 2010 implementation. The JWFC is the primary action agency for program management, for developing related joint concepts, and for oversight of the implementation process. A Chairman Joint Chiefs of Staff Instruction (CJCSI) 3010.01, "Chairman's Joint Vision 2010 Implementation Policy," will provide the policy and procedures associated with this process.

SUMMARY

The US military faces a challenging future in an era of dynamic change, constrained resources, potential new roles, and rapid technological advancement. These factors require innovative thinking and new ways to shape change if we are to retain our worldwide position of leadership as we respond to future challenges. A disciplined process for implementing Joint Vision 2010—centered on a holistic Concept for Future Joint Operations—can integrate and focus the joint and Service communities' efforts to develop the right people, doctrine, organizations, training and education methods, leader development programs, and materiel for operations in 2010 and beyond.



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QUOTABLE QUOTE

"Our forces, therefore must fulfill a broader role—as a complement to our diplomacy—as an arm of our diplomacy—as a deterrent to our adversaries and as a symbol to our allies of our determination to support them."

*President John F. Kennedy to the
United States Air Force Academy
graduating class of 1962*

JWFC-DOC

By Col Bob Brodel, USAF, Chief, JWFC-DOC

The Doctrine Division at JWFC is under new leadership as CAPT Ernie Rogers has moved to new pastures across the James River. As the new operational planner (N51) at the US Maritime Defense Zone Atlantic Command in Portsmouth, Ernie can be reached at (757) 398-6471. The doctrine community owes him a debt of gratitude for his efforts to substantiate and publicize joint doctrine during his tenure at both the Joint Doctrine Center and Joint Warfighting Center. We all wish him the best of luck in his new endeavors.

I come fresh from a NATO assignment at AIRSOUTH in Naples, Italy. As the Programs and Requirements Branch Chief in Plans and Policy, I spent a great deal of time and effort, as did everybody there, working through the throws of NATO Operations over, and eventually in, Bosnia-Herzegovina, from Operation DENY FLIGHT, to DELIBERATE FORCE and then DECISIVE ENDEAVOR. It's great to be back in the Tidewater region, and I look forward to establishing solid relationships with all the folks in the Doctrine community.

From a new guy's perspective, Doctrine has a full plate in the months ahead. The next Joint Doctrine Working Party (JDWP) is scheduled for 22-23 October and, based on the mail we are receiving, promises to be a full-schedule event from start to finish. I look forward to seeing all of you there and meeting those I have not crossed paths with yet. As we move ahead into autumn, we will see several pubs move into their review and assessment phase. Now is the time to take a good, hard look at those pubs: is the guidance as clear as it can be, does it leave any voids, does it duplicate anything unnecessarily, can it be combined elsewhere or even eliminated all together? Although these are easy questions to ask, coming up with definitive answers is not always so easy. We will address some of those questions at the JDWP.

PUB ASSESSMENTS BRANCH

At the October 1995 JDWP, the voting members made a decision to vote during future working parties

to determine which joint pubs should undergo formal assessments. This method was adopted in favor of the long standing procedure of routinely conducting an assessment on every pub that came into the assessment window, 18-24 months after approval. The JWFC implemented this new procedure for the April 1996 JDWP with mixed results; many participants felt it was too cumbersome and time-consuming. In an attempt to expedite the process and still capture the required feedback, the JWFC will implement a new procedure for the October 1996 JDWP. The JDWP members will vote using an "absentee ballot" which they will receive as part of their read-ahead packet. The results will then be briefed during the JDWP.

Under consideration are six joint pubs that meet the criteria for assessment during the first half of FY 97:

- Joint Pub 3-04, "Doctrine for Joint Maritime Operations (Air)"
- Joint Pub 3-17, "Joint Tactics, Techniques, and Procedures for Theater Airlift Operations"
- Joint Pub 4-02, "Doctrine for Health Services Support in Joint Operations"
- Joint Pub 4-03, "Joint Bulk Petroleum Doctrine"
- Joint Pub 4-04, "Joint Doctrine for Civil Engineering Support"
- Joint Pub 4-05, "Joint Doctrine for Mobilization Planning"

To assist in the decision-making process, the JWFC also included individual considerations and recommendations for each pub. There will be a vote for the balance of the FY 97 pubs prior to the Spring 1997 JDWP.

We look forward to hearing from you about this new procedure. The JWFC POC for Joint Pub assessments is LTC Steve Senkovich, USA, who was recently reassigned from J-7, Joint Staff.

PUB DEVELOPMENT BRANCH

The Publications Development Branch is recovering from a change in management with the retirement of LTC Dean Seitz. The branch is currently headed by CDR Paul Momany. He can be reached at 726-6865.

There are three Joint Pubs in development:

- Joint Pub 3-33, "Joint Force Capabilities," describes the capabilities and employment options that the functional combatant commands and Service components bring to joint operations. A First Draft, with a prototype CD-ROM, was distributed in June, with comments due back by September. We are presently consolidating those comments to incorporate into the next version (See page 30).
- We completed the second draft of Joint Pub 3-16, "Joint Doctrine for Multinational Operations," and mailed copies for comment in May. We have received over seventy pages of detailed comments for resolution and incorporation into the next revision.
- Joint Pub 3-13, "Joint Doctrine for Information Warfare," is in its earliest stages of development. It will serve as the overarching operational guidance for information warfare (IW) in the joint context throughout the range of military operations. It addresses IW principles relating to both offensive and defensive IW and describes responsibilities for planning, coordinating, integrating, and deconflicting joint IW operations. Intelligence support to IW, Defense and interagency relationships, and IW in training and exercises are also provided. The first draft will be forwarded for worldwide review during October 1996.

Two Joint Publications are under revision:

- After resolving contentious issues and incorporating other comments, the second draft of Joint Pub 1-01, "Joint Publications System (Ch 2)" was completed. The Preliminary Coordination (PC) version is at J-7, Joint Staff, awaiting approval.
- We continue to receive excellent comments on the PC version of revised Joint Pub 5-00.2, "Joint Task Force Planning Guidance and Procedures (Ch 1)." This latest edition has been forwarded to J-7, Joint Staff, for further review and comment, prior to Final Coordination.

PERSONNEL

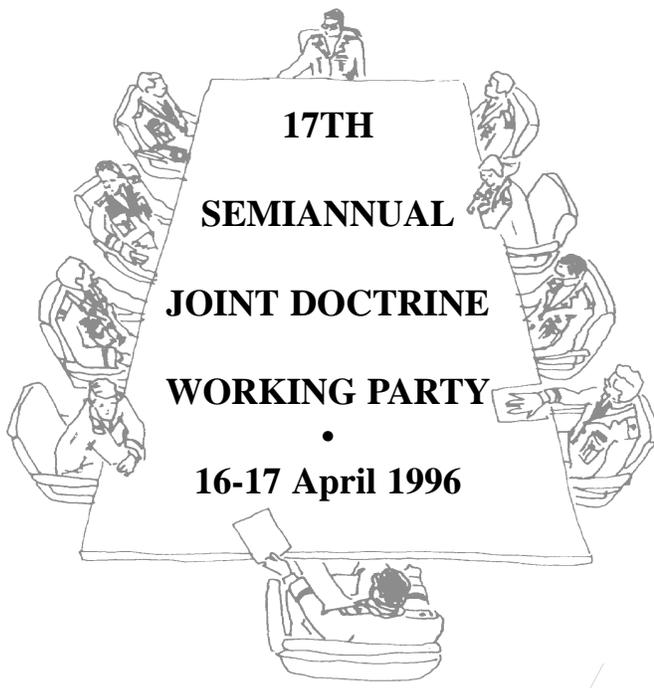
In addition to the new Doctrine Division Chief, eleven new action officers have replaced familiar ones or been added. **LTC Roy Henderson** comes to us from the Pentagon where he was a member of the HQDAIG Agency. **Lt Col Karen Beaudoin** returned home from Osan AB, Korea, where she was the Director of Ops at the Master Control and Reporting Center. She replaced an old JDC veteran, Lt Col Eugene Glover, who moved on to ACC at Langley AFB. Col Dave McLaughlin departed for Maxwell AFB and was replaced by **Maj Mark Yakabe**. Mark came in from the Belgian Royal Superior College of Defense where he served as an exchange officer and student. **LTC Steve Senkovich** drove down from the J7, Joint Staff, to replace LTC John Dinnell who moved on to Redstone Arsenal in Alabama. LTC Bruce Childress and **LTC John Risney** traded positions. John was the EA to the J-7 at USACOM. CDR Tansey moved over to the Armed Forces Staff College and was replaced by **CDR Allen Bougard**. Allen was a student at the AFSC. We also gained **LTC Heldur Liivak** from TRADOC's joint doctrine directorate; and **Lt Col Bob Fleming**, **Lt Col J. J. Wright**, and **CDR Pat Clark** from the JWFC Training Division. Lastly, **Maj Dean Marvin** joined the Doctrine Division in April from Okinawa, Japan.

The Doctrine Support Group (OC, Inc.) has added **Mr. Dean Seitz**, former Publication Development Branch Chief, and **Mr. Bob Hubner**, a previous Joint Doctrine Center member and former operational test coordinator for USMC assault support aircraft.



JOINT PUB USER FEEDBACK

Each joint pub solicits user comments. Everyone has the opportunity to make recommendations to improve joint pubs. Comments received by the joint community will be included in the final pub assessment report prepared by JWFC. All are strongly encouraged to use this means to help make joint doctrine the best warfighting guidance available. Contact any of our officers through the E-mail, phone, or fax numbers provided on page 18.



By Mr. Bob Hubner, JWFC, Doctrine Support Group

OPENING REMARKS

The Director, J7, Joint Staff, sponsored the 17th Joint Doctrine Working Party (JDWP), hosted here at the Joint Warfighting Center (JWFC). COL Jack Colley, Chief, JDD, J-7, Joint Staff, welcomed joint doctrine personnel representing the Services, combatant commands, and Joint Staff directorates. He gave an overview of the joint doctrine awareness action plan projects (See page 30-31) that are to be completed by July 1997. He also described the new joint doctrine web site and solicited user feedback on this emerging capability.

Maj Gen Redden, JWFC Commander, introduced Lt Gen Kross, Director, Joint Staff. Lt Gen Kross emphasized that the CJCS considers joint doctrine a cornerstone of Joint Vision 2010—sound joint doctrine ties joint thinking, planning, and operations together. The CJCS is pleased with the quickened pace of joint doctrine development, without any loss of quality, and notes with pleasure the improvements that have been demonstrated in the publication distribution system. The Director noted several recently approved pubs that have been used to great advantage during ongoing USEUCOM operations. The Chairman believes there are several current and upcoming opportunities to assess joint doctrine in real world operations, and we should make use of them. Additionally, the Chairman encourages a directed effort at covering the potential seams between Service and joint doctrine with respect to capabilities, command and control, and operations. The

Director spoke of the next level of jointness and identified its three pillars as:

- Establishing a sound linkage of joint doctrine to joint training and planning.
- Linkage of Service and joint doctrine to include parallel development of joint and Service doctrine.
- Incorporation of exercise and real world operations, lessons learned, and assessments of approved and emerging joint doctrine.

SERVICE BRIEFS

COL Smith of TRADOC provided the USA's doctrine update. MG Scales of TRADOC reported that combatant commanders have been receptive to the series of briefings TRADOC provided under their "CINC joint warfighting support program" and TRADOC has received useful feedback from them.

Maj Holcomb of MCCDC stressed the USMC effort to realign their doctrine and pub numbering with joint doctrine. Additionally, where joint doctrine is sufficient, such as landing force operations, the USMC will not develop parallel Service doctrine but will rely solely on joint doctrine.

CAPT Evans of NDC discussed the USN's transition from warfare area centered doctrine to joint functional area doctrine.

Lt Col Ales of AFDC provided the USAF update. The USEUCOM representative praised the USAF Tactical Air Working Party (TAWP) initiative as one example of how to properly conduct Service discussions with counterparts from other countries by including pre-conference and back-briefs to the CINC(s) staff.

CAPT Clay of the United States Coast Guard announced USCG doctrine development will mirror joint doctrine. Lt Gen Kross expressed his appreciation for this effort.

Lt Gen Kross was pleased the Services are inculcating Joint Vision 2010 concepts into Service doctrine and leveraging Service doctrine off joint doctrine. He indicated the JDWP should provide an update to today's Service doctrine briefings in a year and will suggest this to the CJCS.

PROJECT PROPOSALS

LCDR Hale of the J3, Joint Staff, briefed joint doctrine for information warfare as an unclassified pub with urgent priority. The scope would include fundamentals, IW

offensive principles, IW defensive principles, organizing for IW, IW planning, and IW in training and exercises. All concerned recognize there may need to be a classified appendix. The JWFC's front-end analysis (FEA) supported the project proposal. The JDWP approved development of JP 3-13 with the J3, Joint Staff, as both lead agent (LA) and joint staff doctrine sponsor (JSDS), and J6, Joint Staff, as technical review authority for defensive IW.

LTC Seitz of the JWFC provided an FEA on third party logistics, which is an issue in various JPs under development or revision. The FEA recommended the following: coordinate with OSD on policy, define the term "third party logistics," add a chapter to JP 4-0, provide details in JP 4-07 and JOPES documents, and address the issue in JP 3-07 and the JP 4-0 series. Much discussion ensued regarding a possible separate JTTP, what third party logistics includes, and appropriateness for a CJCSI or CJCSM and JP 4-07, "Common User Logistics." The JDWP concurred unanimously with general guidance inclusion in JP 4-0 and specifically addressing third party logistics in JP 4-07.

USACOM proposed providing doctrinal guidance for "rules of engagement" (ROE) to emphasize ROE concepts, conditions under which ROE will succeed or fail, planning issues, and the central ROE planning process. The FEA recommended placing a more complete description of ROE development in 5-00.2 which is currently under revision. Several members voiced opinions on the need to understand the ROE development process, incorporation of ROE in the overall planning process, multinational ROE considerations, and development of a ROE matrix. The JDWP unanimously approved inclusion of ROE guidance in JP 5-00.2 and other JPs under development or revision.

The J2, Joint Staff, proposed joint doctrine on Joint Intelligence Preparation of the Battlespace (JIPB). It would include defining JIPB and "battlespace" and developing an IPB-like process that can be used universally to address the entire battlespace. The FEA recommended development of JTTP for JIPB. The JDWP voted unanimously to proceed with developing JIPB procedures with the J2, Joint Staff, as both the LA and JSDS.

LTC Bourneman of the Mobility Concepts Agency briefed joint doctrine and JTTP for "joint reception, staging, onward movement, and integration" (JRSOI). JRSOI challenges include prioritization, in-transit visibility, real estate management, host-nation support, infrastructure, and division of responsibilities. The proposal recommends priority development of JTTP for JRSOI in the JP 4-0 series by the US Army as LA, with J4, Joint Staff, as JSDS. The JWFC's FEA noted JRSOI is covered in 3-0 and 4-0 series JPs, but only as separate elements. The FEA concluded a clear definition of JRSOI

and development of JTTP are needed. The JDWP voted unanimously to fill the doctrinal void, and eight to six for development of the JTTP as a 4-0 series pub.

CDR Logan of JWFC briefed the proposal and FEA for "risk management" which the Services have been developing separately. The FEA supported the need for risk management guidance, and the JDWP unanimously agreed with the recommended formation of a joint working group led by TRADOC and incorporation of guidance in appropriate joint publications (such as JPs 3-0 and 5-0).

Col Odell of the J4, Joint Staff, briefed "reserve component call up." The commission on roles and missions (CORM) indicated the need to improve joint planning. The JWFC's FEA discovered many JULLS on this topic. Some JPs discuss call up and mobilization but offer no guidance on how to accomplish the related tasks. The proposal was unanimously approved by the JDWP with the J4, Joint Staff, as both the LA and JSDS.

LTC Aurentz of USACOM briefed "commander's critical information requirements (CCIR)." The proposal includes a recommended definition, typical characteristics, functions, and types of information that could be generated. The JWFC's FEA concluded several JTF exercises in the past two years have validated the need. The FEA also proposed a modified definition of CCIR that incorporates features from USA and USMC working definitions. USACOM will develop a definition and related guidance for CCIR and forward it to TRADOC for inclusion in Joint Pub 3-56. A JDWP vote was not required.

LTC Jones of USACOM briefed "JTF Financial Management." Several JULLS support financial management guidance for JTF operations. The scope included a sample JTF financial management annex. The JWFC's FEA noted financial management guidance will not be included in JP 1-0 and very little "how to" is in other JPs. The USMC and USEUCOM representatives supported inclusion of contracting guidance. The JDWP unanimously approved development of JTTP for financial management for joint operations as JP 1-06, with USACOM as LA and J8, Joint Staff, as the JSDS.

PUB REVISIONS

LTC McKinney of the J2, Joint Staff, briefed the revision of JP 2-01.2, "Joint Doctrine and TTP for Counterintelligence Support to Operations." It includes major revisions in procedures and agreements with other federal agencies and adds multinational considerations and counterintelligence support to counterdrug operations. The JDWP unanimously agreed to proceed as briefed.

(Continued on next page)

Maj Holcomb of MCCDC briefed the revision of JP 3-55.1, "JTTP for UAV's." The brief included several changes prior to reformatting. The JDWP agreed to the additions which include current capabilities.

CDR Logan of the JWFC briefed changing the title of Joint Pub 1-0 to "Doctrine for Personnel Support to Joint Operations." The JDWP agreed.

INFORMATION BRIEFINGS

Mr. Robert Silano of the National Defense University provided editorial and technical guidance on writing a Joint Force Quarterly article. The winter edition will focus on joint doctrine. He also provided background information concerning JFQ's focus, charter, tasking, distribution, and readership.

Mr. Dave Rolston and Mr. Chuck Bellis of the JWFC Doctrine Support Group briefed development of Joint Pub 3-33, "Joint Force Capabilities," which included an overview of the associated CD-ROM.

Lt Col Drake of the AFDC provided an update on development of JP 3-01, "Joint Doctrine for Countering Air and Missile Threats." The pub will address Offensive Counterair, Defensive Counterair, Theater Missile Defense (TMD), Suppression of Enemy Air Defense, and support to Electronic Warfare. A joint working group has reviewed and made recommendations regarding first draft comments. The second draft was distributed for comment on 1 April 1996. Remaining unresolved issues are the counterair and TMD relationship and the Area Air Defense Commander as supported commander for air defense.

LTC Gregory of TRADOC briefed development of JP 3-56, "Command and Control Doctrine for Joint Operations," which included a reorganized chapter outline and proposed timeline. Key remaining challenges are time availability and JP 3-09, "Doctrine for Joint Fire Support," spin-offs.

LTC Liivak of TRADOC gave an update on JP 3-09, "Doctrine for Joint Fire Support." New definitions were proposed and the pub was reorganized. A joint doctrine working group met in May to review latest draft comments and to develop the preliminary coordination version, which has yet to be approved.

Col Don Murray, of the Australian Defence Force Warfare Centre (ADFWC), briefed doctrine development in the Australian Defence Force. Australian doctrine focuses on the short-notice, self-reliant defense of Australia. He outlined the organization of the ADFWC

and "doctrine wing" responsibilities, explained the doctrine development process to include interface with exercises, listed the "doctrine issues," highlighted several key publications, and outlined the doctrinal publication hierarchy.

Col McLaughlin of JWFC facilitated a discussion on joint pubs proposed for assessment in the next assessment cycle. Those selected were JPs 3-05.3, "Joint Special Operations Operational Procedures;" 3-05.5, "Joint Special Operations Targeting and Mission Planning Procedures;" 3-07.4, "Joint Counter Drug Operations;" 3-56.1, "Command and Control for Joint Air Operations;" 3-58, "Joint Doctrine for Military Deception;" and 4-01.3, "Joint Tactics, Techniques, and Procedures for Movement Control." It was agreed that JPs 3-07.1, "Joint Tactics, Techniques, and Procedures for Foreign Internal Defense," and 3-54, "Joint Doctrine for Operations Security," would not be assessed.

CDR Concannon of NDC briefed the consolidation and update of the JP 3-02, "Joint Doctrine for Amphibious Operations," series. An amphibious operations definition change will be included and several minor issues will be resolved prior to reformatting JPs 3-02 and 3-02.2, "Joint Doctrine for Embarkation," and approval of JP 3-02.1, "Joint Doctrine for Landing Force Operations."

NEXT JDWP

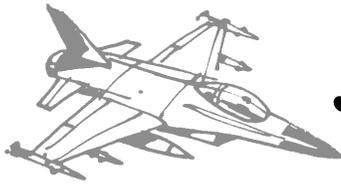
The eighteenth JDWP is scheduled for 22-23 October 1996 and will be held at the JWFC on Ft. Monroe, VA. The agenda will include new project proposals on Joint Land Component Commander doctrine; Post-Conflict Operations; Theater Distribution Guide; integration of risk management into specific JPs; Joint Engineering Operations; and Joint Doctrine for Logistics in Multinational Operations; lead agent determination for JP 3-60, "Joint Targeting;" and redesignation of JP 3-56, "Command and Control" as a keystone publication.



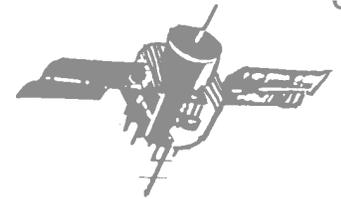
MILITARY TRIVIA

Name two past Commanders-in-Chief who had four (4) sons who served in the armed forces during wartime.

*From Military Trivia by
Arthur Coe, CDR, USN (Ret.)
(See page 31 for answer.)*



JOINT PUB STATUS



SCHEDULED FOR APPROVAL OVER THE NEXT 6 MONTHS

PUB#	TITLE	PUB#	TITLE
1-01 Ch2	Joint Publication System, Joint Doctrine and JTTP Development Operations	3-09.2 Ch 1	JTTP for Ground Radar Beacon Operations (J-BEACON)
1-01.2	Joint Electronic Library Users Guide	3-15 Ch 1	Joint Doctrine for Barriers Obstacles and Mine Warfare
1-02	DOD Dictionary of Military and Associated Terms	3-18	Joint Doctrine for Forcible Entry Operations
1-07	Doctrine for Public Affairs in Joint Operations	3-50.21	JTTP for Combat Search and Rescue
2-0 Ch1	Joint Doctrine for Intelligence Support to Joint Operations	3-50.3	Joint Doctrine for Evasion and Recovery
2-01	Joint Intelligence Support to Operations	3-51, Ch1	Electronic Warfare in Joint Military Operations
2-01.1	JTTP for Intelligence Support to Targeting	4-01	Mobility System Policies, Procedures, and Considerations
2-02	National Intelligence Support to Joint Operations	4-01.2	JTTP for Sealift Support to Joint Operations
3-01.1	Aerospace Defense of North America	4-01.6 Ch 1	JTTP for Joint Logistics Over the Shore (JLOTS)
3-03	Doctrine for Joint Interdiction Operations	4-01.7	JTTP for Use of Intermodal Containers in Joint Operations
3-05 Ch 1	Doctrine for Joint Special Operations	4-02.1	JTTP for Health Service Logistics Support in Joint Operations
3-07.5	JTTP for Noncombatant Evacuation Operations	4-02.2	JTTP for Patient Evacuation in Joint Operations
3-07.6	JTTP for Foreign Humanitarian Assistance	5-00.2, Ch1	Joint Task Force Planning Guidance and Procedures
3-08	Interagency Coordination During Joint Operations		

SCHEDULED FOR REFORMATTING/REVISION OVER THE NEXT 6 MONTHS

PUB#	TITLE	PUB#	TITLE
3-04.1	JTTP for Shipboard Helicopter Operations	3-07.2	JTTP for Antiterrorism
3-05.3	Joint Special Operations Operational Procedures	3-07.4	Joint Counterdrug Operations
3-05.5	Joint Special Operations Targeting and Mission Planning Procedures	3-54	Joint Doctrine for Operations Security

JOINT PUBS APPROVED IN NEW FORMAT SINCE MARCH 96

JOINT PUBS IN ASSESSMENT WINDOW FOR FY 97

PUB#	TITLE	PUB#	TITLE
1-05	Religious Ministry Support for Joint Operations	3-01.5	Doctrine for Joint Theater Missile Defense
3-07.1	JTTP for Foreign Internal Defense (FID)	3-04	Doctrine for Joint Maritime Operations (Air)
3-10	Doctrine for Joint Rear Area Operations	3-07	Joint Doctrine for Military Operations Other Than War
3-10.1	JTTP for Base Defense	3-07.3	JTTP for Peace Operations
3-50.3	Joint Doctrine for Evasion and Recovery	3-13.1	Joint Doctrine for Command and Control C2
3-53	Doctrine for Joint Psychological Operations	3-17	JTTP for Theater Airlift Operations
3-58	Joint Doctrine for Military Deception	3-50.2	Doctrine for Joint Combat Search and Rescue (CSAR)
4-01.1	JTTP for Airlift Support to Joint Operations	3-57	Doctrine for Joint Civil Affairs
4-01.3	JTTP for Joint Movement Control	4-02	Doctrine for Health Service Support in Joint Operations
4-01.5	JTTP for Water Terminal Operations	4-03	Joint Bulk Petroleum Doctrine
4-06	JTTP for Mortuary Affairs in Joint Operations	4-04	Joint Doctrine for Civil Engineering Support
6-02	Joint Doctrine for Employment of Operational/Tactical C4 Systems	4-05	Mobilization

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 Terminologist

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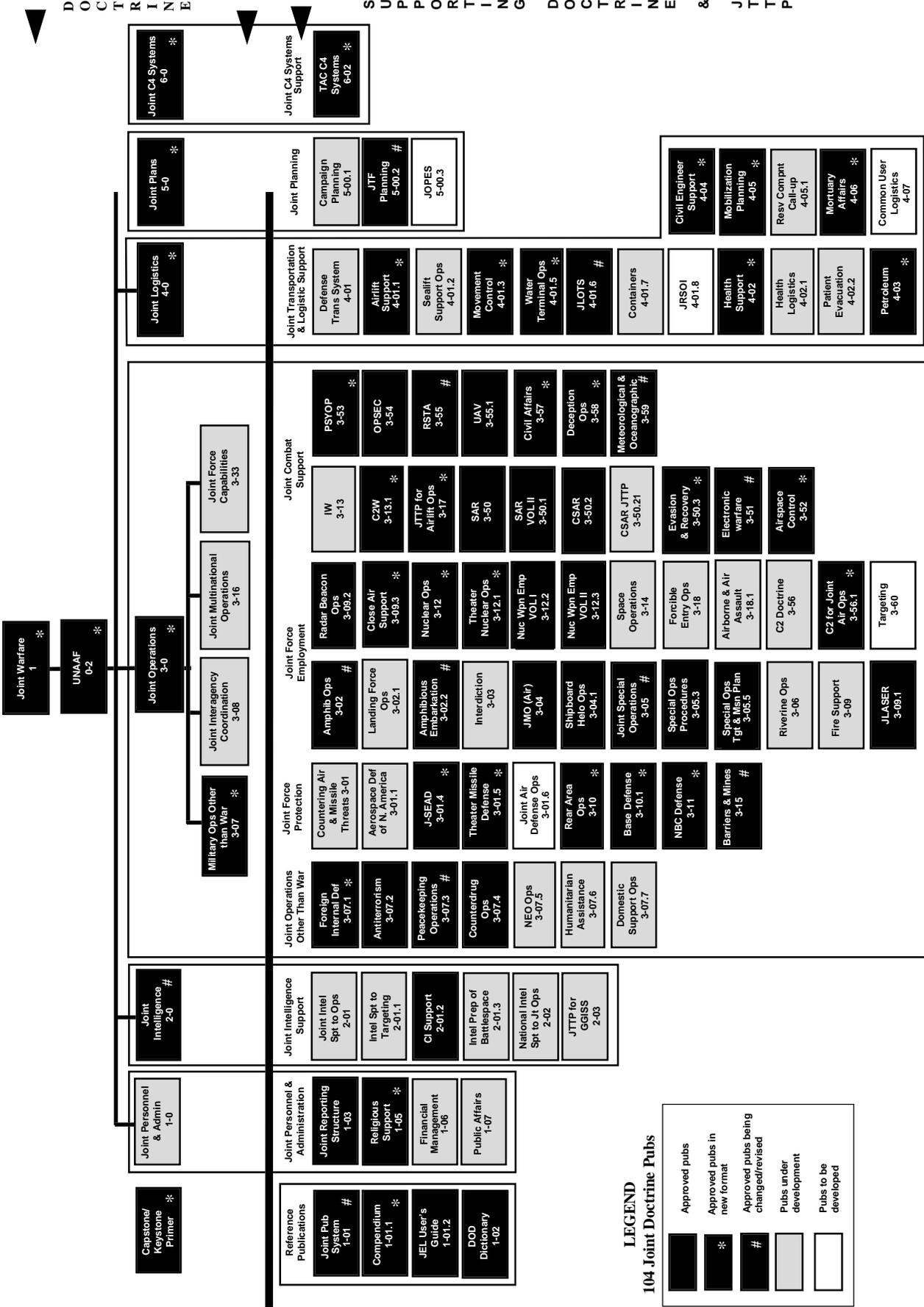
 Joint Pub Distribution

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JOINT DOCTRINE HIERARCHY



D O C T R I N E S U P P O R T I N G D O C T R I N E & J T T P

LEGEND

104 Joint Doctrine Pubs

- Approved pubs
- * Approved pubs in new format
- # Approved pubs being changed/ revised
- Pubs under development
- Pubs to be developed

DOCTRINE ORGANIZATION UPDATES

US ARMY TRAINING & DOCTRINE COMMAND (TRADOC), JOINT DOCTRINE DIRECTORATE

By COL Michael L. Smith, USA, Director

The TRADOC Joint Doctrine Directorate's (JDD) primary task remains the authorship of the 25 joint publications assigned to the Army. We continue to use three key programs to enhance information exchange with our colleagues in the Tidewater joint doctrine community. These are the Quarterly Project Update Program, Liaison Program, and Officer Professional Development Program.

JDD QUARTERLY PROJECT UPDATE PROGRAM

TRADOC JDD's Quarterly Project Update Conferences are conducted for the Tidewater joint doctrine community, Allied Liaison Officers, and Defense Contractors to inform on project progress. They also provide a forum for discussion of key doctrinal issues. COL Jack Colley, Director JDD, J7, Joint Staff, provided a highly informative and timely briefing on the Chairman's doctrine dissemination program at the 19 Aug 1996 conference. Approximately 75 people attended. Our next Quarterly Project Update Conference will be held on Friday, 15 November 1996, (0900-1500) at the Ft. Monroe Officer's Club. Everyone interested in joint doctrinal issues is invited to attend. The POC is LTC Ron Gregory, DSN 680-3454 or COMM (757) 727-3454.

LIAISON PROGRAM

The TRADOC JDD Liaison Program was created to enhance information exchange among agencies interested in joint doctrine—especially the staffs of the warfighting CINCs. The JDD has formalized monthly liaison activities with US Atlantic Command, US Central Command, US European Command, US Pacific Command, US Space Command, US Strategic Command, US Transportation Command, US Forces Korea, Joint Warfighting Center, US Air Force Doctrine Center, US Naval Doctrine Command, Air Land Sea Application Center, US Coast Guard Doctrine Team, Joint Special Operations Force

Institute, Armed Forces Staff College, Joint and Combined Doctrine Division (Combined Arms Center), Battle Command Training Program (Team D), MCCDC/MAGTF Staff Training Program, Mobility Concepts Agency, and Joint Targeting School.

OFFICER PROFESSIONAL DEVELOPMENT (OPD) PROGRAM

TRADOC JDD sponsors and conducts a monthly OPD program. Since the program started in February 1996, there have been 16 classes presented to personnel within the Tidewater Area. The presentations focus on current issues affecting the entire joint community and are expertly presented by instructors from J-721. All interested personnel are invited to attend. Upcoming presentations include: Joint Air Defense/Airspace Control (1 Nov 1996) and Joint Medical (15 Nov 1996).

KEY PUBLICATIONS/PROJECT UPDATES

Joint Pub 3-09, "Doctrine for Joint Fire Support." As lead agent, HQ TRADOC presented the preliminary coordination (PC) version to Headquarters, Department of the Army (HQDA) on 18 July 1996. The publication incorporated recommended changes received from a worldwide review, and Joint Doctrine Working Groups (JDWG) held in January and May 1996. Nevertheless, 35 critical comments could not be resolved—all but six were based on non-concurrence with the definitions of "fires" and "joint fires." HQDA processed and forwarded the document with the unresolved comments to JDD, J7, Joint Staff. TRADOC JDD will conduct a meeting with Air Force and Army planners to resolve the remaining critical comments. If critical comments cannot be resolved, the Services will identify their major issues to be forwarded for decision.

JP 3-56, "Command and Control Doctrine and Procedures for Joint Operations." JP 3-56 is currently undergoing revision to provide Joint Force Commanders (JFC) and their staffs with a single authoritative source of doctrine for the organization, process, and support of command and control in joint operations. The pub is divided into four chapters. The first chapter will provide an overview of command and control principles and functions. Chapter 2 will provide principles and functions of organization for command and control of joint forces. Chapter 3 will define the process of command and control of joint forces. The last chapter will describe how technology supports command and control in joint forces.

The lead agent will propose JP 3-56 be elevated above the line to become keystone doctrine for joint operations during the 22-23 October 1996 JDWP. This
(Continued on next page)

is a reflection of the scope, importance, and fundamental nature of command and control in joint operations.

Joint Pub 3-09.1, "JTTP for Laser Target Designation Operations (J-Laser)." This publication has completed a first draft worldwide review. Comments are under review for incorporation into a second draft. The second draft, with changes, will be distributed worldwide for additional comments during October 1996.

JP 5-00.1, "JTTP for Joint Campaign Planning." The PC version was submitted to HQDA in April 1996 and subsequently forwarded to the Joint Staff. Currently, the publication is under review by the J7 Conventional War Plans Division, Planning System Branch, the Joint Staff Doctrine Sponsor (JSDS).

JP 4-07, "JTTP for Common User Logistics During Joint Operations." This joint publication will standardize guidance across logistic's functional areas and provide a single source publication for conducting common user logistics operations within a theater and a joint task force. The program directive is currently undergoing final staffing. Publication is scheduled for the 2nd Qtr, FY98.

JP 3-07.3, "JTTP for Peace Operations." This new title for JP 3-07.3, "JTTP for Peacekeeping Operations," reflects the inclusion of peace enforcement. The first draft was distributed in April 1996 and the proposed final draft was submitted to HQDA in September 1996. Publication is scheduled for 2nd Qtr, FY97.

JP 3-07.6, "JTTP for Foreign Humanitarian Assistance." JP 3-07.6 describes the interface and coordination required between the JTF and other US government agencies, nongovernmental organizations (NGOs), private voluntary organizations (PVOs), and international organizations (IO). The proposed final draft was forwarded to the HQDA in June 1996. Publication is scheduled for 1st Qtr, FY97.

JP 3-07.7, "JTTP for Domestic Support Operations." This publication provides procedures for major categories of Military Support to Civil Authorities and Military Support to Law Enforcement Agencies within the US as well as US territories and possessions. The second draft was distributed for coordination on 5 June 1996. Publication is scheduled for 2nd Qtr, FY97.

JP 4-01.8, "JTTP for Joint Reception, Staging, Onward Movement, and Integration." The 16-17 April 1996 JDWP recommended the Army as lead agent. Publication is scheduled for 1st Qtr, FY98.

A 13 August 1996 Risk Management Working Group (RMWG) unanimously agreed to propose to the next JDWP the integration of risk management into four publications: JP 3-0, "Doctrine for Joint Operations," JP 5-0, "Doctrine for Planning Joint Operations," JP 5-00.1, "Joint Tactics, Techniques, and Procedures for

Joint Campaign Planning," JP 5-00.2, "Joint Task Force Planning Guidance and Procedures." A five step process for integrating risk management into the decision-making process during campaign planning and key definitions are also part of the proposal from the RMWG.

TRADOC JDD has proposed that a JP be developed covering "joint post-conflict operations doctrine." It would include the planning, coordination, execution, and deconfliction of requirements in a complex environment of both civil-military and political-military activities involving other USG agencies, multinational forces, and NGOs. Current joint doctrine and JTTP only give limited consideration to the complex planning and implementation requirements of the post-conflict period. The 22-23 October 1996 JDWP will make a decision on the proposal.

Army After Next (AAN) is a TRADOC-developed long-term vision for the Army. It strives to conceptualize the geostrategic environment 30 years into the future, identify types of capabilities and areas of technology applications that will accommodate the environment, and describe the implications. Building on JV 2010, the AAN process will provide a paper to the USA Chief of Staff each summer and conduct a major wargame each winter. Out of this process, issues and concepts will be identified for further development. TRADOC JDD will continue to actively participate and advise on joint matters related to this process.

Army Vision 2010 is the conceptual template of how the Army will channel the vitality and innovation of its soldiers and leverage technological opportunities to achieve new levels of effectiveness as the land component member of the joint warfighting team. It focuses on the fundamental competency the Army contributes to joint operations—the ability to conduct prompt and sustained operations on land throughout the range of operations. TRADOC JDD input to AV 2010 has been to promote focus on its role as an enabler of JV 2010 and to highlight its links to JV 2010.

"JOINT WARFIGHTERS" (JWF) JOINT TEST AND EVALUATION (JT&E) JOINT FEASIBILITY STUDY (JFS)

In January 1995, the Army nominated JWF as an OSD sponsored JT&E Program. OSD chartered JWF as a JFS in June 1995 with the Army as the lead Service. The initial focus of JWF was operational-level fires in support of a JTF. Recommendations to training, organization, materiel, and C4I systems, as well as possible recommendations to doctrine and TTPs may all be outcomes of the JT&E. When chartered, JWF JT&E/JFS will be conducted over a three-year period. On 9 July 1996, TRADOC provided a JWF briefing to the OSD Senior Advisory Council (SAC). The SAC decided to extend the feasibility study for at least six additional months to allow JWF to implement a set of refinements.

NAVAL DOCTRINE COMMAND (NDC)

*Compiled by Lt Col Eric Ströberg, USAF,
Doctrine Development Division*

UNIVERSAL NAVAL TASK LIST (UNTL) NEARS COMPLETION

Perform a specific task under prescribed conditions to an evaluated measure of performance. This straightforward methodology is being developed to provide a framework and common language that can be used throughout the Department of Defense to justify procurement decisions, structure a new joint readiness reporting system, and focus scarce joint/Service training dollars.

In June 1995, CNO made the decision to support the CINC's Joint Mission Essential Task List (JMETL) training effort by developing a Naval Tactical Task List that could be used by Navy component commanders to develop Navy Mission Essential Task Lists (NMETL). The primary goals of this effort are to: (1) ensure intermediate and advanced training are seamless with joint training and (2) provide trainers and procurers with a task list that not only covers the tasks deemed essential by the CINCs, but also embodies the core tasks/capabilities that are essential to maintaining a robust Navy, capable of responding to a full range of global contingencies.

Alphabet Soup

JMETL	- Joint Mission Essential Task List
NMETL	- Navy Mission Essential Task List
NTTL	- Naval Tactical Task List
UJTL	- Universal Joint Task List
UNTL	- Universal Naval Task List

By January 1996, all Navy component commanders had developed task lists that represented contributions to their respective CINC's warfighting capabilities. In February, the Naval Doctrine Command (NDC) hosted a Navy Tactical Task List Workshop to review a "tactical level of war" task list that included all the tasks currently found in the Universal Joint Task List (UJTL), the DoN Warfighting Task List, and inputs provided by the numerous commands involved in developing NMETLs. The resulting draft Naval Tactical Task List was forwarded for review and comment in late March to Navy component commanders, the numbered Fleets, OPNAV, and all commands that submitted task list inputs to NDC. This led to a June 1996 conference to once again scrub the list of tasks. A final draft was then printed and distributed for one last look. In August, the final inputs were included in the Universal Naval Task List (UNTL).

Developing a task list is only the first part of developing a NMETL. Phase two of the process is to develop a comprehensive set of conditions that adequately describe factors in the environment that affect performance. The third, and the most difficult phase, is developing relevant measures and criteria that can be used by a commander to set a standard of expected performance for an assigned task. Due to be released in October 1996, the UNTL will be a companion document to the UJTL and will include USN/USMC/USCG tasks, conditions, and measures. *LCDR Chris Fedyschyn/N310 or Mr. John Kearley DSN 565-0562/0563, e-mail: fedyschy@ndc.navy.mil.*

CNO DESIGNATES USN TERMINOLOGY COORDINATOR

Naval Doctrine Command is now the Navy's executive agent for terminology. This centralization action by the office of the Chief of Naval Operations, Policy and Joint Doctrine Branch, places all Navy terminology responsibilities into a single office, NDC's Terminology Branch. Ms. Kelly Decker, N35, provides the expertise for review of Naval, Allied, Joint, and NATO publications that are an integral part of the Command's publication development/review processes. The goal of terminology is to build a strong foundation for doctrinal principles and tenets by ensuring related publications convey precise meanings to all users. *Ms. Kelly Decker/N35, DSN 565-0562, e-mail: kdecke@ndc.navy.mil*

MULTINATIONAL MARITIME OPERATIONS

Naval Doctrine Command recently hosted an international Working Group to conduct a detailed review of the very first multinational naval doctrine publication, Multinational Maritime Operations (MMOPS). Forty-two representatives from 27 navies reviewed the document that addresses operational level doctrine for coalition-at-sea operations in the post-cold war era. MMOPS doctrine provides the capstone for 12 future tactical publications to be called Multinational Maritime Manuals. These publications will be utilized by navies worldwide in wargames, at-sea exercises, and operations. *CDR Bruno Durteste, N332F, DSN 565-0565, e-mail: durteste@ndc.navy.mil*

NAVAL DOCTRINE FOR MILITARY OPERATIONS OTHER THAN WAR

Naval capabilities and contributions during Military Operations Other Than War (MOOTW) are often misunderstood and underestimated. To counter this problem, Naval Doctrine Command (NDC) is developing

(Continued on next page)

NWP 3-07, *"Naval Doctrine for Military Operations Other Than War."* This publication will address the attributes, considerations, and roles of naval forces (Navy, Marine Corps, and Coast Guard) in MOOTW. NWP 3-07 supports Joint Pub 3-07 by codifying Service-unique contributions in the myriad naval, joint, and combined operations conducted during every deployment of naval forces. NDC gathered inputs from a wide variety of Navy, Marine Corps, and Coast Guard commands in order to address the full capability and expanding nature of naval involvement in MOOTW.

NWP 3-07 will cover the entire range of MOOTW, from Strikes and Raids to Domestic Support Operations. When completed, this overarching document will provide the requisite background to follow-on publications addressing MOOTW-related tactics, techniques and procedures (TTP). (Several MOOTW NWPs are already in development, such as NWP 3-07.11, *"Maritime Interception Operations."*)

AIR FORCE DOCTRINE CENTER (AFDC)

By Col Bob Coffman, USAF, Commander

The Air Force Doctrine Center (AFDC) recently established a Military Operations Other Than War (MOOTW) office as part of our organization. Their mission is to serve as the Air Force's primary source of expertise for MOOTW doctrine and strategy development, as well as training, education, exercises, and simulations. The office is up and running now with Lt Col Will Berger as the director. He is busy getting organized and making contacts, so if you work MOOTW issues, and he hasn't called you yet, please call him and introduce yourself. (See page 19 for phone numbers and E-mail addresses).

AFDC is in the final stages of setting up our home page. Please join us on-line beginning in October. The AFDC Home Page will include our mission statement, organization structure and POC listings, doctrine information and status, AF MOOTW information, discussions on concepts and current issues, and information on training and exercises. In addition, it will refer you to other home pages that have additional or related information and allow you to directly access them. Our address will be on the AF link or call Lt Col Dave Catherd for more information (DSN: 574-2630, or catherd@afdc.langley.af.mil).

Joint Pub 3-55, "Doctrine for Reconnaissance, Surveillance, and Target Acquisition Support for Joint Operations (RSTA)." AFDC updated JP 3-55 and sent the draft out for review in early July 1996. Joint inputs are due 21 October 1996. The resulting document will be

converted to the joint doctrine format for preliminary coordination.

Joint Pub 3-01, "Joint Doctrine for Countering Air and Missile Threats." AFDC sent the proposed pub to the J7, Joint Staff, in August for preliminary coordination.

Joint Pub 3-03, "Doctrine for Joint Interdiction Operations." The second preliminary coordination was completed in August 1996 and has been sent back to J7. This pub had 32 critical and major discrepancies. Expect the AFDC to convene a working group to discuss this pub in the near future.

Joint Pub 3-01.6, "JTTP for Joint Air Defense Operations." JP 3-01.6 is awaiting the program directive, which will be staffed after resolution of outstanding issues in Joint Pub 3-01.

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

*By LtCol R. K. Dobson, Jr., Director, Doctrine
Division*

In August 1996, the CG, MCCDC, directed the Deputy CG, MCCDC, to oversee the Marine Corps' Combat Development Process (CDP). In conjunction with this decision, the Commandant of the Marine Corps approved a reorganization of MCCDC that placed Doctrine Division directly under the cognizance of Deputy CG, MCCDC, to ensure the full integration of doctrine into the CDP. Doctrine Division is continuing to implement the Commandant's Planning Guidance that includes revising, redesignating, and renumbering all USMC doctrinal publications into a new hierarchy. The priority is to publish the USMC capstone and keystone publications by the summer of 1997, and the remainder by the summer of 1999.

Our main efforts include: (1) providing input to revisions of USMC capstone and keystone publications, (2) assisting in the update of joint amphibious doctrine, (3) revising Joint Pub 3-55.1, "JTTP for UAV," (4) refining the USMC joint pub distribution process, and (5) increasing awareness of joint pubs within the USMC.

We are coordinating with CINCLANTFLT, Expeditionary Warfare Training Group Atlantic, Surface Warfare Development Group, and Naval Doctrine Command in the development and revision of Joint Pubs 3-02, "Joint Doctrine for Amphibious Operations," Joint Pub 3-02.1, "JTTP for Landing Force Operations," and Joint Pub 3-02.2, "JTTP for Amphibious Embarkation." In

addition, a joint working group was held on 4-5 September to revise the program directive for Joint Pub 3-55.1. The first draft will be published during October 1996. Efforts to increase joint doctrine awareness include articles in USMC periodicals, internal joint issues briefings, and increased Doctrine Division participation in exercises.

JOINT SPECIAL OPERATIONS FORCES INSTITUTE (JSOFI) DOCTRINE DIRECTORATE

By CAPT Greg Greetis, USN, Director

The Joint Special Operations Institute (JSOFI), located at Fort Bragg, NC, has accomplished several important initiatives in the last six months. As the United States Special Operations Command's (USSOCOM) designated PRA and CRA for joint doctrine and JTTP development, JSOFI continues to promote the integration of special operations into joint and Service doctrinal and training publications. In addition, JSOFI has begun a comprehensive joint task force training initiative and prepared for its first ever Joint Doctrine Meeting as described below.

The Joint Staff directed USSOCOM to develop a Joint Special Operation Task Force (JSOTF) Master Training Guide (MTG) and supporting Joint Program of Instruction (JPOI). The JPOI was passed to JSOFI for action. The JSOTF MTG is one in a series of MTGs being developed to support the Joint Task Force (JTF) MTG initiated by USACOM. Therefore, it was decided to use USACOM's JTF MTG as a model for the JSOTF MTG. The latter will serve as the JCS approved, single-source reference document defining tasks, conditions, and standards to support the training and operations of all JSOTFs. The associated JPOI will serve as a training vehicle for individual and collective training, and operation of all JSOTFs. Additionally, the MTGs to support Psychological Operations (PSYOPS) and Civil Military Operations (CMO) task forces were assigned to JSOFI for development in FY97. When completed, these products will greatly enhance the individual professionalism of the particular task force, serve to assess the performance of individuals and staffs, provide feedback through an after action review (AAR) process, and identify areas for future training events. The cumulative effect will be the enhancement of the combat readiness and proficiency of SOF.

JSOFI hosted the initial, annual Joint Doctrine Conference 24-25 September 1996 at Fort Bragg, NC. Invitees included the doctrine managers from USSOCOM's staff and components, the theater Special Operations Commands (SOCs), the Joint Warfighting Center (JWFC), and J3/SOD and J7/JDD, Joint Staff. The conference

objectives were to identify the various doctrine development and management procedures currently being used throughout the SO community; to receive an update on the growth and development of the information warfare requirement; to understand the role of the JWFC and its support to the joint doctrine community; to observe demos on the Joint Electronic Library and Joint Force Capabilities CD ROMs; and to share lessons learned designed to enhance USSOCOM's ability to provide excellence in its support to the various Service and joint doctrine communities.

Currently, the JSOFI Doctrine Directorate has four members: CAPT Greg Greetis, LTC Pete Stuart, Mr. Jim White, and YN1 Dave Hines. They can be reached at DSN: 239-5361/4509, COMM (910) 432-XXXX, FAX DSN: 239-5467/3502, Fax COMM (910) 432-XXXX.

AIR LAND SEA APPLICATION (ALSA)

By Col Brian W. Jones, USAF, Director

The Air Land Sea Application (ALSA) Center has expanded from five to seven action officer teams over the last six months. This growth in capability was made possible by the transfer of billets from the deactivated Center for Low Intensity Conflict. The new officers bring expertise in the areas of special operations, command and control, and intelligence—areas of increasing importance in the armed forces today. As the year progresses, ALSA will use these new skills to produce relevant multiservice tactics, techniques, and procedures (MTTPs) that address shortcomings in these areas.

The recent publication of several ALSA MTTPs marked the culmination of a year's intense work by our joint team, the ALSA officers who facilitate the effort, the Service representatives who lend their expertise, and the many reviewers in a variety of Service operational commands who provided invaluable comments. These publications include:

- "Army-Marine Corps Integration (AMCI)." This document addresses the details of Army and Marine Corps organization in joint operations. It contains a compendium of capabilities and limitations of selected Army and Marine Corps units.
- "Unexploded Ordnance (UXO)." This fratricide prevention MTTP outlines planning considerations for commanders in dealing with an environment that contains lethal submunitions from expended ordnance. It covers reporting and tracking procedures.

(Continued on next page)

- "TALK II-SINGARS." This publication standardizes procedures for the multiservice operation of the SINGARS radio in a joint environment. It covers electronic protection information and COMSEC keys needed for jam resistant operation.
- "Requesting Reconnaissance Information in a Joint Environment (RECCE-J)." This MTTP describes the reconnaissance and intelligence cycle, describes reconnaissance products, and explains how to use and prepare formats for reconnaissance requests.

Additionally, we have five ALSA MTTP publications in the final stages of completion and approval. "Targeting," "Camouflage, Concealment, and Decoy," "Brevity Codes," "J-Prowler," and "Joint STARS" will be available soon. All ALSA publications are available through Service publication distribution systems. The Services are improving their information management systems in an effort to rapidly meet the needs of the user. ALSA is supporting that effort by making all products available electronically.

The sources for ALSA projects are varied—operators in the field, a variety of staffs, training centers and schools, doctrine development centers, and joint exercises and evaluations, to name a few. Each project proposal brought to ALSA must be approved by the Joint Actions Steering Committee (JASC). The JASC meets quarterly and consists of general officers from each Service. Below is a sample of some of the projects approved by the JASC for further research and possible publication as a MTTP document:

- "Rapid Reprogramming of Target Sensing Systems." This project will look at joint procedures required to keep signature dependent systems current during times of crisis or little warning.
- "Targeting in LIC/MOOTW." ALSA envisions a project which defines the considerations appropriate for use in a situation that is short of war but requires the application of the targeting discipline.
- "Information Management in JTF HQ." This project will address the flow of information within a JTF headquarters.
- "JTF Liaison Handbook." What are the key pieces of information that are needed by the individuals

assigned as liaison to the JTF? This document will provide potential liaison personnel with the information they need to fulfill their duties.

Finally, ALSA is always seeking potential projects to fill voids in the operational procedures needed for our Services to work together effectively. We encourage all A Common Perspective readers to propose potential projects in areas where they feel there is genuine need for MTTP.

ALSA WEB SITE

ALSA's support to the warfighter now includes a homepage on the World-Wide Web located at <http://www.acc.af.mil/alsa> and at <http://www.tradoc.monroe.army.mil/alsa>. The homepage includes unclassified ALSA publications, executive summaries of developing projects, ALSA studies, and the latest edition of the Air Land Sea Bulletin. The ALSA homepage is very simple to make the site usable for individuals needing information, and useful for locations using slow circuits.

ALSA publications are distributed in Adobe Acrobat portable document format (pdf). Files with a pdf extension enable users to read, copy, and print publications on a laser printer nearly identical to the originals from the publisher. To use our service you need:

- A web browser such as Mosaic, Netscape, or Microsoft Explorer.
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- Connection must originate from a .mil domain.
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A few of our publications must be controlled. For those publications, E-mail your request to: pubs@alsa.langley.af.mil. We will reply with the user-id and password that give access to those documents.

We welcome comments that help make this system easier to use and improve the content. Point of contact is Major Hailes, DSN 574-5934. Please send your ideas to: hailess@alsa.langley.af.mil.



JOINT SIMULATION SYSTEM (JSIMS): TAKING SIMULATION INTO THE 21ST CENTURY

By Lt Col Doug Martin, USAF, JWFC-CON

Since 1992, the development of the Aggregate Level Simulation Protocol (ALSP) and the Joint Training Confederation (JTC) of models has led to some advances in integration of models and improved representation of the joint operational environment. But serious shortfalls still exist, and there are distinct technical and financial limits on how much ALSP can do. Today's legacy systems simply cannot keep pace with rapidly evolving joint and Service training requirements derived from new concepts such as Joint Vision 2010 and from the fielding of new, more capable combat systems. JSIMS will fill this need.

What is JSIMS?

Simply stated, JSIMS is the 21st Century simulation system that will be built to help meet training requirements of CINCs, components, joint task force (JTF) commanders and staffs, and Services, as well as support mission planning/rehearsal, doctrinal development, and education. JSIMS is being designed from the ground up, with joint, multinational, and interagency operations, as well as emerging Joint Vision 2010 concepts in mind. The developmental process is necessarily phased.

- At Initial Operational Capability (IOC) in FY99, JSIMS will match or exceed the capability programmed for the FY99 ALSP/JTC, focusing on training at the strategic-theater and operational levels of war for unified combatant command staffs, JTF command/staff, and JTF components.
- At Full Operational Capability (FOC) in FY 03, the requirement is for JSIMS to present a credible, complete, interactive Joint Synthetic Battlespace (JSB), spanning strategic-national to tactical levels, representing all warfare domains, suitable for supporting training and preparation for all phases of military operations (mobilization, deployment, employment, sustainment, and redeployment), and all forms of Military Operations Other Than War. In addition, at FOC JSIMS applications will be directly supportive of mission planning/rehearsal, education, doctrinal

development, and analysis—the latter through interface with the Joint Warfare Simulation (JWARS) and other analytical systems.

- At maturity, JSIMS will allow globally-dispersed US forces, R&D test facilities and ranges, defense educational institutions, reserve components, US government agencies, allies, and multinational forces to participate simultaneously in multi-echelon, simulation-assisted training events. The primary interface to the training audience will be through real-world C4I systems.

PRIMARY CHARACTERISTICS

Upon achievement of FOC, JSIMS is expected to have the following primary characteristics:

- *Full replication of the operational environment.* JSIMS will provide detailed representations of the natural (land, ocean, atmosphere), military (forces across the full spectrum of operations) and civil (culture, political and social forces, etc.) environments.
- *Transparency.* The system will interface directly with the C4I systems organic to the training audiences in a manner indistinguishable from routine operating procedures.
- *Interoperability.* JSIMS will adhere to the DOD High Level Architecture and the Joint Conceptual Model of the Mission Space to further strengthen standardization and reusability and ensure a high level of interoperability between JSIMS and other models. A *Central Data Repository*, accessible through existing communications equipment, will enhance both the transparency and interoperability of the system.
- *Distributed, interactive capability.* JSIMS will allow exercise participants to operate from geographically dispersed locations, integrating all elements seamlessly into the simulated operation.
- *Composability.* The flexibility and modular nature of JSIMS will permit training audiences to tailor the simulation to meet training objectives which are unique in terms of theater, mission, or scenario. Trainers will be able to isolate staff elements for training, move from single to multiple echelon training, modify data sets and scenarios, and "tweak" the system as necessary to meet training objectives. JSIMS will also permit variable degrees of fidelity and resolution, dependent on the requirement for each element of the training audience.

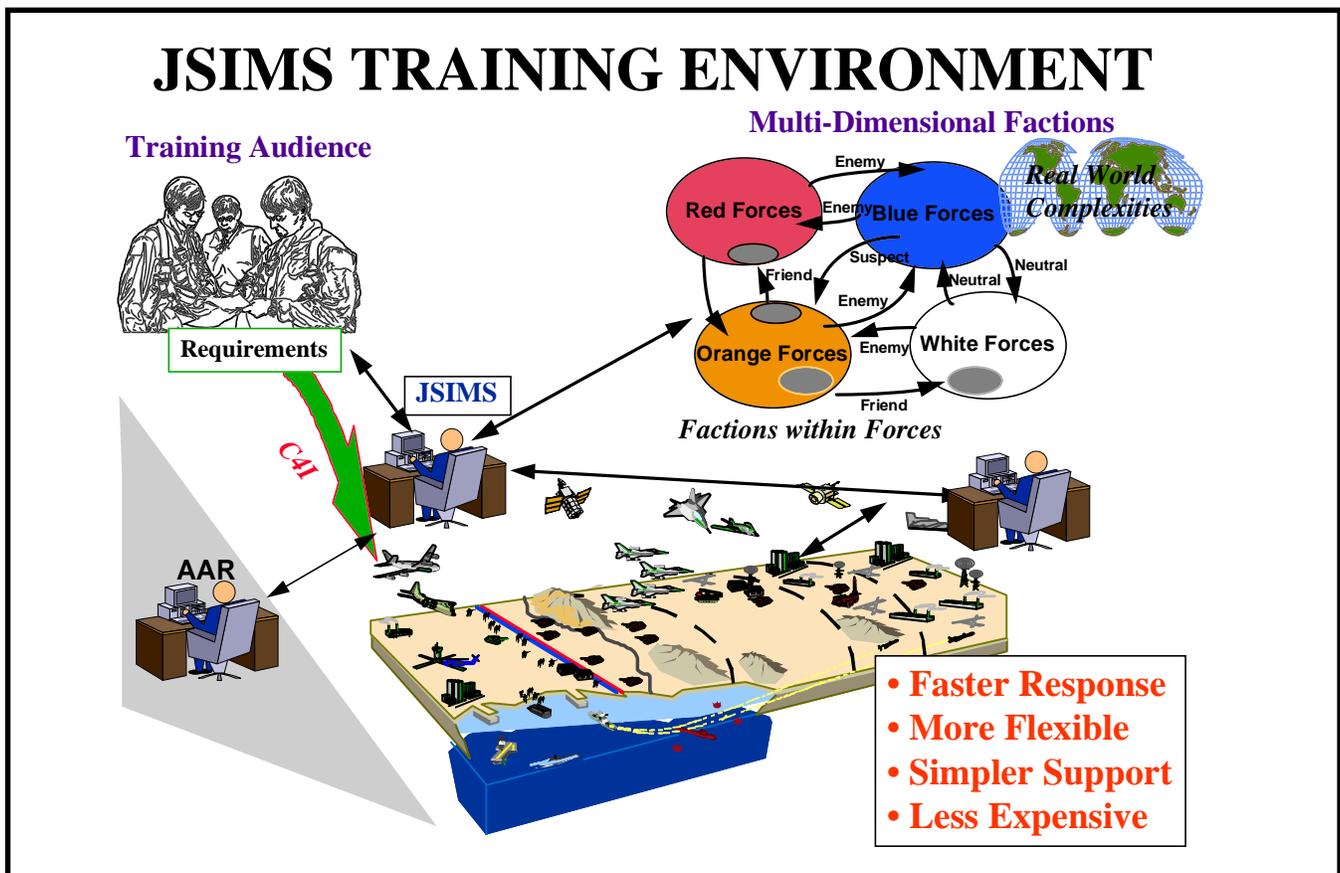
(Continued on next page)

- *Multisided play.* Unlike the two-sided play characterizing many legacy systems developed during the Cold War period, JSIMS will incorporate many different actors, including US forces, allies, neutrals, enemy forces and allies, international organizations, factions, etc.
- *Realism.* All the factors above will work together to create a training environment nearly identical to real-world conditions. Exercise participants should not be able to distinguish between real and simulated environments.
- *Resource savings.* JSIMS will sharply curtail the overhead associated with current simulation-supported training through reductions in requirements for role players, controllers, equipment, and database build. In addition, JSIMS will leverage emerging technology, particularly successful demonstrations conducted by ARPA through the Synthetic Theater of War (STOW) and Advanced Distributed Simulations (ADS) programs.
- *After Action Report Capability.* A special feature of JSIMS, with many significant applications, will be its imbedded capability to support after action reviews (AAR).

THE DEVELOPMENTAL PROCESS

Developing and fielding JSIMS is a complex, long-term process that requires the active involvement of a wide array of DOD organizations. The Joint Warfighting Center, as the warfighters' program advocate and Program Element Monitor, is charged with responsibility for identifying JSIMS functional requirements, managing program funding, and sponsoring prototype demonstrations. The JSIMS Joint Program Office, in Orlando, Florida, is responsible for the actual development of the new system, including establishing the development schedule, setting standards for hardware, software, and operator training, managing operational support sites, and overseeing enhancements during the life-cycle of the program.

JSIMS development must be based on user requirements. Accordingly, the goal of the functional requirements process is to translate CINC and Service training requirements through a common framework into a set of *operator-determined*, functional descriptions for the system. The process is essential to partition and prioritize the development of JSIMS and to derive the acquisition program baseline. In



JWFC POCs:

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CDR John Ash, USN	DSN 680-6337
Lt Col Gus Liby, USAF	DSN 970-5518
Maj Chuck Peabody, USMC	DSN 970-5508
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Updated information is available on
the JSIMS Home Page: <http://www.jsims.mil>

addition, the process has been structured to ensure that all future JSIMS users are represented and that all classes of use (training, education, mission rehearsal, etc.) are considered. In short, the process establishes the foundation for JSIMS development.

The overall, seven-year campaign to transition from legacy systems to JSIMS will be managed with great care to insure that continuous support to the entire spectrum of training audiences will be maintained without interruption or degradation.

SUMMARY

JSIMS is a total joint effort to resolve widely-recognized deficiencies with the current suite of independent modeling and simulation systems and move DOD simulation capabilities into the 21st Century, fully in step with Joint Vision 2010. The new system will credibly represent a joint, synthetic battlespace with comprehensive utility for training from strategic to tactical levels. At maturity, JSIMS will model all phases of military operations and all forms of Military Operations Other Than War. In addition to training, JSIMS will support defense education, mission planning/rehearsal, doctrinal development, analysis, and evaluation of emerging concepts of future conflict. The program will leverage existing software and technology and generate substantial resource savings in time, money, and manpower. Based solidly on user requirements, JSIMS presents enormous potential for near-revolutionary advances in the quality and scope of training for joint forces of the future.



PEACE OPERATIONS INITIATIVE UPDATE

The JWFC continues to refine its comprehensive approach toward peace operations policy, doctrine, and lessons learned. Nearly 1000 copies of version 2 of the "Peace Operations" CD-ROM, which contains over 22,000 pages of material, have been distributed. A few copies are still available, so if you would like to receive one and be added to our distribution database, call DSN 680-6550 or commercial (757) 726-6550.

In February 1995, the JWFC published a "Joint Task Force Commander's Handbook for Peace Operations." It is meant to be a tool for prospective JTF Commanders and their staffs. This handbook is most useful when supplemented by the peace operations database resident on the CD-ROM. Though consistent with joint and Service doctrine, it is not a doctrinal publication. Joint Publication 3-07.3, which is currently in revision, contains joint doctrine for peace operations. Over 3500 copies of the Handbook have been distributed in the last 18 months. Again, limited numbers are available for distribution and can be requested at the above phone numbers.

To remain current with developing procedures and thoughts on conducting peace operations, the JWFC is in the process of revising the Handbook and gathering additional input for the CD-ROM. The tentative date for the release of the revised Handbook and version 3 of the CD-ROM is March 1997. For those who hold copies and have ideas or suggestions on how to improve the products, to include photographs or quotations, do not hesitate to contact the JWFC. The "good idea" cutoff date is 15 December. Please contact LtCol Howard Schick or Mr. Jon Gangloff at DSN 680-6550 or 6523 or commercial (757) 726-xxxx. Fax to DSN-6552/6540 or Commercial (757) 726-xxxx.



JOINT INITIATIVES

JOINT PUB 3-33: JOINT FORCE CAPABILITIES

By Mr. Chuck Bellis, JWFC, Doctrine Support Group

The JWFC, Doctrine Division, assisted by the Doctrine Support Group, has been developing Joint Pub 3-33, "Joint Force Capabilities." JP 3-33 is a unique pub, because it will be accompanied by an interactive CD-ROM.

The written publication is approximately 100 pages in length and contains an executive summary, overview of Service capabilities, profile of functional combatant commands, interagency coordination considerations, and an introduction to the CD-ROM.

The CD-ROM consolidates the capabilities of the Armed Forces of the United States as well as the US Coast Guard, Department of Defense, and other Federal agencies. It is intended to be used at the Combatant Command/Joint Task Force level and is unclassified. The CD-ROM covers, in detail, the capabilities which each Service and Federal agency may bring to a Joint Task Force.

To date, over 100 distinct capabilities, such as antiterrorism operations, fire support, and information warfare have been identified, researched, and drafted. These capabilities are being incorporated into the CD-ROM by Service and/or agency with accompanying details such as organizational charts and color photographs.

Developing capability profiles involves researching all current Service publications for missions, organizations, and equipment which are designed to perform the required function. This information is then verified for accuracy prior to inclusion into the database. Because many Service publications are several years old, much of the available information is outdated. Consequently, the latest information is often obtained directly from headquarters and doctrinal agencies that are involved in updating Service publications.

The CD-ROM internal search capability currently includes the capability to search by Universal Joint Task List (e.g., Conduct Forcible Entry), search by required capability (e.g., Airborne Operations), or search by topic (e.g., Attack Submarine or Mark 48 Torpedo). Where appropriate, capabilities are further sub-categorized with other options such as selecting sea, air, land, space, or special operations forces. Details down to specific systems, equipment, weapons, and ordnance are included.

The first draft of the written publication and a working prototype version of the CD-ROM were completed and distributed for staffing in June 1996. Return comments received have been quite favorable; however, we recognize that a significant amount of work needs to be done to move from the prototype to the final product. JP 3-33, with CD-ROM, is scheduled for approval and distribution during 1997.

JOINT DOCTRINE AWARENESS ACTION PLAN

By Mr. Bob Hubner, JWFC, Doctrine Support Group

The CJCS tasked JDD, J7, Joint Staff, to develop an action plan that would enhance the overall awareness of joint doctrine throughout the armed forces and keep joint doctrine at the forefront of professional dialogue. The plan outlined below includes a series of professionally developed products designed to increase the awareness of joint doctrine throughout the entire military community. Product completion dates are spread throughout the 1996-1997 time frame.

The plan uses a building block approach in which each new product builds and expands upon previous products. This ensures currency of new products and accommodates changes to existing and new doctrine that is approved over the next two years. Consequently, development efficiencies will be improved and product quality will be greater.

The following actions are scheduled:

- **Develop a Series of Joint Force Employment Briefing Modules** rooted directly in approved joint doctrine. The briefing modules will consist of a complete script and corresponding graphics. Specific

modules will be created on operational art, planning, PSYOPS, Civil Affairs, joint air operations, Special Operations, Rear Area Operations, Logistic Support Operations, Intelligence Support Operations, and Military Operations Other Than War (MOOTW). These briefing modules will provide an excellent source for either group presentation and individual study.

- **Produce a Joint Doctrine Calendar.** A 1996 calendar highlighting the capstone and keystone joint doctrine publications was developed and distributed in December 1995. A 1997 calendar is planned for distribution in December 1996 and will cover an 18 month period.
- **Develop a Joint Force Employment Annex to the Joint Doctrine Primer.** This annex will complement the Joint Force Employment Briefing and will be drawn directly from approved joint doctrine.
- **Develop a Joint Doctrine Reference Desk Set** comprised of a Joint Doctrine Encyclopedia, a Joint Military Operations Historical Collection, and an updated and reformatted Joint Publication 1-02, "DOD Dictionary of Military and Associated Terms." This package will benefit joint doctrine users at all levels, including the professional military education student, action officer, and planner. The set will provide a convenient reference source for joint doctrine concepts, a selection of military operations illustrative of joint doctrine principles, and a single, quick source for approved joint military terms, acronyms, and abbreviations. The desk set will include a CD-ROM version.
- **Develop a Joint Force Employment Video.** Professionally produced, the broadcast quality video will enhance overall joint doctrine and Joint Force Employment awareness. It will be comprised of individual modules that can be presented as separate videos focusing on different key aspects of joint doctrine but, with appropriate transitions, can be presented as a complete full-length production.
- **Develop a Joint Force Employment Course Module.** The primary focus of this effort is

to enhance the overall awareness of joint doctrine. Drawing reference materials directly from approved joint doctrine, the course module will ensure doctrinal accuracy and consistency without interpretation and will be designed to improve knowledge about joint doctrine.

- **Produce a Joint Force Employment Multimedia CD-ROM.** The CD-ROM will encapsulate all of the basic briefings and supplementary materials, as well as the Joint Force Employment Annex to the Joint Doctrine Primer using a computer game format. It will bring to life all of the approved concepts for joint force employment using state-of-the-art technology that will both entertain the user and facilitate learning. It will be possible to develop various, generic scenarios in different parts of the world under a variety of conditions. The user will be placed in the position of the joint force commander and will be responsible for organizing forces, making decisions in accordance with approved joint doctrine, and conduct operations against an aggressor force.



"Accelerating rates of change will make the future environment more unpredictable and less stable, presenting our Armed Forces with a wide range of plausible futures. Whatever direction global change ultimately takes, it will affect how we think about and conduct joint and multinational operations in the 21st Century. How we respond to dynamic changes... will dramatically impact how well our Armed Forces can perform its duties in 2010."

John M. Shalikashvili
Chairman of the Joint Chiefs of Staff

MILITARY TRIVIA

ANSWER:

Theodore Roosevelt and Franklin D. Roosevelt

JOINT PUB DISTRIBUTION

By Mr. Gary Wasson, JWFC, Doctrine Support Group

The joint publication distribution process includes two parts: push and pull. It includes all joint pubs and JEL CD-ROMs.

PUSH

The Services, Joint Staff, and combatant commanders "push" the joint pubs to the users. This happens when a new or revised joint pub comes out for printing (or reprinting). The process includes gathering addresses from the users. A message to AIG 7029 is sent at least one month prior to distribution list due dates. This message lists the joint pub distribution status report and additional requirements for joint pub distribution. Services, combatant commanders, and the Joint Staff provide distribution information to the Joint Warfighting Center (JWFC). JWFC consolidates the lists and provides mailing information (labels) to the printer. The printer mails the pub(s). To get a pub, you must identify your requirements to your Service POC, combatant commander POC, or Joint Staff POC. The Joint Staff POC is JWFC/DOCDIV. There are currently fifteen primary POCs: (1) Joint Staff (JWFC), (2) USACOM, (3) USSOUTHCOM, (4) USEUCOM, (5) USPACOM, (6) USSPACECOM, (7) USSTRATCOM, (8) USCENTCOM, (9) USSOCOM (JSOFI), (10) USTRANSCOM, (11) US Navy (N511 and NTSA), (12) US Army (DAMO-FDQ), (13) US Air Force (AFDC), (14) US Marine Corps (MCCDC), (15) US Coast Guard (HQ).

PULL

Where do you get joint publications when you find out there's a revised or new pub (including JEL CD-ROM) and you want copies? Additional copies should be requested from the Military Service assigned administrative support responsibility. The Appendix section of all joint pubs lists the following addresses:

**US Army AG Publication Center
2800 Eastern Boulevard
Baltimore, MD 21220-2898**

**Air Force Publications Distribution Center
2800 Eastern Boulevard
Baltimore, MD 21220-2896**

**CO, Navy Inventory Control Point
700 Robbins Avenue
Bldg 1, Customer Service
Philadelphia, PA 19111-5099**

**Marine Corps Logistics Base
Albany, GA 31704-5000**

**Coast Guard Headquarters, COMDT (G-REP)
2100 2nd Street, SW
Washington, DC 20593-0001**

If the Service publication center is unable to provide a joint pub, contact should be established with the Service or combatant command distribution POC for further information. Normally these POCs coordinate requirements and are primarily involved in the "push" process, but they may have current information concerning sources for getting the needed joint pub (pulling). These POCs can be found in the Joint Doctrine POC lists (pages 18 and 19) and are indicated by a Joint Pub Distribution  icon.

You may find out that your Service pub center does not have what you need and your Service POC or combatant commander POC does not have it either. JWFC maintains a small stock which is intended to be responsive to requirements and may assist with this problem. When you contact JWFC (DSN 680-6522, FAX (757) 726-6540, wassong@jwfc.army.mil), you will need to provide in writing (fax, letter, or email) the following information:

- **Requester's name, rank, service**
- **Phone numbers: DSN, Comm, FAX**
- **E-mail address**
- **full US Post Office mailing address**
- **quantity and pub number(s) requested**

Private individuals who wish to purchase copies of joint pubs or JEL CD-ROMs will be referred to the Government Printing Office (GPO) order and inquiry service: (202) 512-1800. A list of publications for sale may be requested from GPO. Not all joint pubs are printed by GPO, but they do stock the Joint Electronic Library (JEL) CD-ROM at a cost of approximately \$17.00.

Contractor requests for joint pubs, including JEL CD-ROM, will only be honored if submitted through their DOD sponsor.

DISTRIBUTION OF JOINT ELECTRONIC LIBRARY (JEL)

The JEL comes in two flavors: (1) JEL CD-ROM which is distributed several times per year and (2) JEL world wide web which is updated routinely.

- JEL CD-ROM is distributed like any joint pub. Service and combatant commanders provide mailing information to JWFC when requested. JWFC consolidates all inputs and sends mailing label information to J-7/JDD for fiscal accounting and final release to printer.
- For Joint Doctrine on the world wide web see: [HTTP://WWW.DTIC.MIL/DOCTRINE](http://WWW.DTIC.MIL/DOCTRINE) and the following article in ACP.

POINTS OF CONTACT

Distribution inquiries may be directed to:

**JOINT WARFIGHTING CENTER
DOCTRINE DIVISION (PUB
DISTRIBUTION)
FENWICK ROAD BLDG 96
FT MONROE VA 23651-5000**

The JWFC points of contact are:

- Maj Dean Marvin, USMC, DOC DIV, DSN680-6449, COMM (757) 726-6449 FAX-6552, E-mail marvind@jwfc.army.mil
- Mr. Gary C. Wasson, Doctrine Support Group, DSN 680-6522, COMM (757) 726-6522, FAX-6540, E-mail wassong@jwfc.army.mil
- Mr. Dennis Fitzgerald, Doctrine Support Group, DSN 680-6113, COMM (757) 726-6113, FAX -6540, E-mail fitzgera@jwfc.army.mil



JOINT ELECTRONIC LIBRARY (JEL)

By Chuck McGrath, JEL SYSOP, Doctrine Support Group

CD-ROM

The first JEL CD-ROM using Adobe Corporation's Acrobat Reader and pdf (portable document format) files was distributed in late spring. So far the comments are overwhelmingly positive. **The next disc is scheduled for distribution in October and will contain all the joint pubs signed out as of September 1996.** The "wish list" for improvements to the search engine and user interface has been forwarded to Adobe, and we look forward to seeing some additional features.

We are gathering and processing additional publications and documents into databases that will be ready for a future CD-ROM. Among the documents that should be completed for the first disc in 1997 will be the revised CJSCM 3500.04A. Starting in 1997 future JEL CD-ROMs will hyperlink each UJTL to appropriate references in joint pubs.

WORLD WIDE WEB

Point your web browser to "<http://www.dtic.mil/doctrine>" to see the Chairman's Joint Doctrine home page on the internet. Once there, click the button for the Joint Electronic Library, and you have ready access to the pubs. Joint pubs are loaded there in the pdf format as soon as they are approved and sent to the printer. You will also find available the pub hierarchy charts, pub summaries, searchable terminology databases, and a new section for future warfighting concepts (e.g., Joint Vision 2010).

Other on-going efforts include processing the peace operations database for access on the web, obtaining approval to put CJCSIs and CJCSMs on both the future CD-ROM and the web, and additions to the future concepts database. Finally, look for issues of Joint Forces Quarterly magazine to be added in pdf format simultaneously with the publication of the Summer 1996 issue. Happy surfing!



TERMINOLOGY

By Tom Barrows, JWFC, Doctrine Support Group

"Plato having defined man to be a two-legged animal without feathers, Diogenes plucked a cock and brought it into the Academy, and said, "This is Plato's man." On which account this addition was made to the definition—"With broad flat nails."

Diogenes Laertius (circa A.D. 200)
Bartlett's 13th Ed., 1955

Oh that we could adjust and modify our joint terminology with such succinctness and accuracy as did Plato. Although the war on words continues in the joint doctrine development community, the battlespace is becoming less and less littered with definitional casualties. Agreement and mutual understanding, coupled with good old-fashioned professionalism and a desire to come to grips with the enemy—"parochial paralysis"—have resulted in the approval and publication of several new and reformatted joint publications. Fewer and fewer of these new and reformatted joint publications contain new or modified joint terminology. We as a community have come to realize we cannot continue to constantly invent new terms when we already have at our disposal a vast database of jointly agreed upon CJCS-approved terms.

Speaking of approved terms, Joint Pub 1-02, "Department of Defense Dictionary of Military and Associated Terms," has not escaped the reformatting process. It has been reformatted in a colorized 6" x 9" version and contains guide words at the top of each page. In addition, Appendix A is updated to include the definitions as well as the terms for "NATO Only" terminology. This new feature has been requested by many users and should add even more utility to the "most used" joint publication. The "draft" reformatted Joint Pub 1-02 is out for staffing with the Service terminologists, and the approved version should be on the street within the next few months. It is important for us in the joint doctrine development community to remember that Joint Pub 1-02 is a "joint dictionary," not a "joint doctrine dictionary." There is a host of Joint Pub 1-02 users outside the joint doctrine development community, to include many users outside the Department of Defense. We must continue to ensure that terms we nominate for inclusion in Joint Pub 1-02 are truly joint terms and will pass a reasonable "wear test."

There have been some new and modified terms approved by joint publications since the last edition of the ACP. Some of the more interesting and useful ones include those approved in Joint Pub 3-13.1, "Joint Doctrine for Command and Control Warfare." Remembering that command and control warfare (C2W) is a subset of information warfare, this publication was used to introduce the approved definitions for "information superiority," "information system," and "information warfare." In addition, the definition of "information" was modified. Early approval of these C2W and information warfare-related terms and definitions will enhance the development efforts of the forthcoming Joint Pub 3-13, "Joint Doctrine for Information Warfare."

Keep up the good work and keep plugging away. I believe we are getting close to final closure with the remaining contentious joint doctrine and terminology issues. Let's work together to push through the final parochial barriers and become fully synchronized, coordinated, and integrated, thereby providing joint force commanders the complementary capabilities needed to successfully complete assigned missions and return safely home. We warfighters and former warfighters, who are actively engaged in the joint doctrine development process, owe this effort to those who go in harm's way. Attack! Attack! Attack!



ADDRESS UPDATES



The US Postal Service has revised the rules and regulations regarding address labels. Many of the addresses we have in the ACP database are not in the correct format. Please check with your mailroom and provide us with the correct data so we can ensure proper delivery to you. The easiest way would be to FAX us your old label page with pen and ink corrections indicated on the label. (We need the two numbers above the address line—one is the number of copies you get; the other is the database ID#.)

Thanks for your help.

FAX changes to:

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COMMERCIAL 804-726-6552

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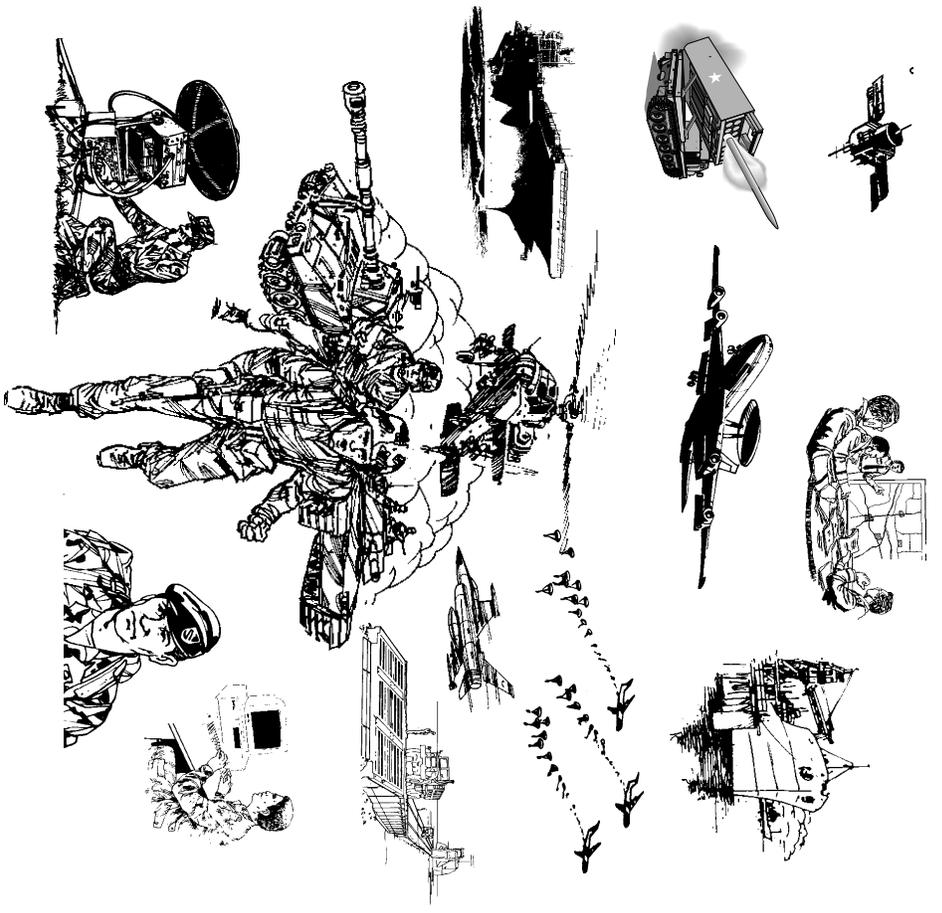
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