



A Common PERSPECTIVE

Joint Warfighting Center's Newsletter

October 1997

Volume 5, No. 2



"Effective training must be based on joint doctrine, as it embodies the concepts likely to be employed throughout the range of military operations."

CJCSI 3500.01A, "Joint Training Policy for the Armed Forces of the United States"



FROM THE EDITOR

Greetings from the Joint Warfighting Center (JWFC). I have just taken over the role of editor from Major Dean Marvin who has somehow picked the lock and escaped the confines of his cubicle for duty at the Naval Air War Center, Training System Division, in Orlando, Florida. We will miss Dean, not only for the insight and dedication he brought to this newsletter, but also for his total professionalism while a member of the JWFC team. Good luck Dean, we all wish you the best!

I arrived here in September 1996 after a years' sabbatical at both the Air War College and Armed Forces Staff College. As an old A-6 Bombardier/Navigator, writing and editing does not come easily, but hope I will be able to serve the joint community well and ask for your continued outstanding support of this newsletter.

In this issue, we will discuss the linkage between joint doctrine and training. Experience has shown joint doctrine has a significant impact on training events and exercises (e.g., ROVING SANDS 97) as well as real-world operations (e.g., peacekeeping ops in Bosnia). Yet there are still issues regarding the linkage between joint doctrine, the Universal Joint Task List (UJTL), and exercise/training objectives. To illustrate this point, compare the terms used in the UJTL and those in joint doctrine—there are disconnects. An effort is currently underway to align the UJTL language with joint doctrine terms. We expect to hear more about this effort at the October 1997 Joint Doctrine Working Party.

Since the last issue, we have seen progress in the resolution of several joint publication issues. JP 3-03, "Joint Doctrine for Interdiction Operations," was approved on 10 April 1997. Work is still progressing on JP 3-56, "Doctrine for Command and Control of Joint Operations." We also

continue to stay engaged in reviewing the final coordination versions of JPs 3-01, "Doctrine for Countering Air and Missile Threats," and 3-09, "Doctrine for Joint Fire Support." Final resolution will still require a significant effort from the joint doctrine community.

Finally, a word about this newsletter and the support we receive from you, our subscribers and readers. Each issue revolves around a theme we feel is important to the joint community. We encourage your ideas for suggested themes to avoid working in a vacuum. We also encourage guest articles. We want to know what your views are on pertinent issues. To allow you a better chance of being published, we intend to announce the theme for the next A Common Perspective in this section in each issue. Accordingly, the theme for the April 1998 edition is "Multinational Operations in a MOOTW Environment," so warm up those keyboards and let us know what you think.

Al Bougard, CDR, USN
Executive Editor

Josiah McSpedden & Bob Hubner
Managing Editors

A Common Perspective is published under the provisions of DOD Instruction 5120.4. This newsletter is an authorized publication for members of the Department of Defense. The articles, letters, and opinions expressed or implied within are not to be construed as official positions of, or endorsed by, the US Government, the Department of Defense, the Joint Staff, or the Joint Warfighting Center.

IN THIS ISSUE

Article	Page	Article	Page
Message from the Commander, JWFC	3	Doctrine Organization Updates:	
JWFC DOC-DIV Updates	4	Joint Staff, J-7, Joint Doctrine Division	21
Universal Joint Task List	6	TRADOC, Joint and Army Doctrine Directorate	22
The Role of Doctrine In Joint Exercises	8	Naval Doctrine Command	23
Joint Doctrine: The First Tenet of Joint Training	10	Air Force Doctrine Center	24
Amplifying JV 2010:		MCCDC, Joint Doctrine Branch	25
The Concept for Future Joint Operations	11	Air Land Sea Application Center	27
Doctrine: The Joint Simulation System's		JSOFL, Doctrine Directorate	28
Doctrinal Foundation	12	Joint Doctrine Awareness Action Plan (JDAAP) Update	30
Command Relationships Study	13	New Initiatives: The Joint Doctrine Electronic	
19th Semiannual Joint Doctrine Working Party	14	Information System	31
Joint Publication Status	17	Peace Operations Initiative Update	32
Joint Doctrine POCs	18	Joint Electronic Library Update	32
Joint Doctrine Hierarchy (Graphic)	20	Terminology	33
		Distribution of Joint Publications	33



MESSAGE FROM THE COMMANDER, JWFC

By Maj Gen Hal Hornburg, USAF

History has proven repeatedly that the most difficult challenges facing a nation and its military have been times of relative peace. Great nations do not sit idle awaiting the storm clouds of armed conflict. I am reminded of a quote by Gen Douglas MacArthur, "*There is no security on this earth, there is only opportunity.*" As we look forward into an uncertain future, I see many opportunities for the JWFC to make positive, lasting contributions.

In October 1996, the Chairman, Joint Chiefs of Staff challenged the joint doctrine community to review the joint doctrine hierarchy. The response was a recommendation to develop the Joint Doctrine Electronic Information System, (JDEIS). The Chairman was impressed with JDEIS and directed a full court press to bring it onboard.

Our DOD flagship Joint Simulation Systems (JSIMS) Branch continues meeting the challenge of collecting and collating user requirements and priorities needed for the program life cycle. I fully expect it to remain on track to full operational capability. This premier simulation system will be the world's finest, taking our military training program well into the 21st Century.

The Joint Center for Lessons Learned (JCLL) plans to implement SIPRNET access to the JULLS database by February 1998. Once on line, the database will be easily accessible with full text search capability enabling our warfighters to extract critical information. We have linked JCLL with the Joint Vision (JV) 2010 assessment process and will include assessment results in the JULLS database, significantly increasing its application.

The Concept for Future Joint Operations (CFJO) has been released, a major step in the implementation of Joint Vision 2010. The Chairman also designated POCs on his staff for implementation of the vision. These POCs are designated as Coordinating Authorities (CAs), (J-4,



Focused Logistics; J-6, Information Superiority; J-8, Dominant Maneuver, Precision Engagement, and Full Dimensional Protection; and J-7/JWFC, Full Spectrum Dominance). These changes will be described in the DRAFT Implementation Plan; out for initial coordination in the very near future. Finally, JWFC recently hosted a meeting of the CAs, Service, combatant commands, and DOD Agency representatives to develop JV 2010 Desired Operational Capabilities (DOCs), to be used in the initial assessment process. The DOCs, along with the assessment methodology, will be published in a separate detailed assessment plan.

JWFC recently provided comprehensive "full package" support to USEUCOM in exercise AGILE LION and USSOUTHCOM in exercise FUERZAS UNIDAS COUNTERDRUG. These exercises demonstrated a significant step in the evolving area of multinational/interagency operations. Our support to AGILE LION included: joint academic training, exercise design and scenario development, the Joint Exercise Control Group, role players, joint doctrine assessments, and facilitation of an after-action review for the DCINC and JTF commander and his staff. During FUERZAS UNIDAS COUNTERDRUG, JWFC facilitated three combined interagency conferences followed by a series of vignette-driven workshops. On the immediate horizon, we are preparing for USEUCOM's exercise TRAILBLAZER and USPACOM's exercise TEMPO BRAVE.

These front-burner issues and training requirements will help provide the experience and vitality necessary to propel our forces into the next millennium. This newsletter must stay engaged in issues which matter to you, the warfighter. I ask that you continue to provide feedback on our products and comment on all issues which impact the joint community.



JWFC DOC-DIV UPDATES

*By Col Bob Brodel, USAF, JWFC, Chief,
Doctrine Division*

As much as I find it hard to believe, another six months has quickly passed as we continue working the tough joint doctrine issues. We said good-bye to some good folks as LtCol Howard Schick, Maj Dean Marvin, Lt Col Bob Flemming and Lt Col J.J. Wright left the fold. But we also are saying hello to some new folks who will ensure our continued ability to serve the joint community.

The April 1997 JDWP was very productive since it agreed to forward to the Chairman, a recommendation to develop the Joint Doctrine Electronic Information System (JDEIS). This option was briefed to the Chairman by MG Close, Joint Staff J-7, and Col Hodge, Joint Staff J-7 JDD. The Chairman was very impressed by the system and directed the project move ahead. The JDWP also agreed to implement actions for improving the joint doctrine development system which will include using the World Wide Web to improve the responsiveness and distribution of changes to joint doctrine. I look forward to the October 1997 JDWP where we will tackle more issues in our search for ways to improve joint doctrine for the warfighters.

Some of the highlights of the past six months include:

- Approval of JP 3-03, "Doctrine for Joint Interdiction Operations," on 10 April 1997.
- Distribution of the Joint Warfighting Center's "JTF Commander's Handbook for Peace Operations." (See our update on page 32.)
- Approval of JP 3-61, "Doctrine for Public Affairs in Joint Operations," in May 1997 and JP 4-01, "Joint Doctrine for the Defense Transportation System," in June 1997.

Other areas of interest are:

- Development of JP 3-56, "Command and Control Doctrine for Joint Operations." Comments for the third draft are being incorporated and it is expected a working group will meet in October or November 1997 to work the contentious issues.
- Development of JPs 3-01, "Joint Doctrine for Countering Air and Missile Threats," and 3-09, "Doctrine for Joint Fire Support," remains a

challenge for all of us to work through the issues of command and control, as well as terminology.

The JWFC Doctrine Division sent representatives to several key exercises in the last six months. ROVING SANDS 97 provided an exceptional opportunity to observe a variety of issues surrounding theater missile defense. More recently AGILE LION 97 offered a chance to observe military operations other than war. As we move into FY 98, we will continue to utilize joint exercise opportunities for joint doctrine assessments and issue resolution.

We are just wrapping up the many joint publication assessments voted on during the last working party and have another half-dozen up for a vote for this October's JDWP. So our plate remains full. The number of publications now, or soon to be, in assessment will require a concerted effort to ensure we get realistic assessments. To date, your responses have been up to the challenges — thanks. The effort we put forth in the assessment phase ensures the best product is available to the warfighter. Thanks again for all your support, you are an integral part of what we do and deserve credit for how well we do.

PUB ASSESSMENT BRANCH

Starting with the October 1996 JDWP, representatives from the combatant commands and Services have been asked to vote from their home station on those JPs eligible for assessment using "absentee ballots" sent out with the read-ahead packet. In addition, recipients received JWFC recommendations regarding the assessment of each publication. The ballots were returned prior to the JDWP, votes tallied, and results briefed by the JWFC Assessments Branch Chief. This method was an improvement upon the previous system of "voting from the floor" initiated at the October 1995 JDWP.

There are eleven JPs due for assessment in FY 98. During the October 1997 JDWP, members will be voting on the six listed below:

- Joint Pub 3-50.3, "Joint Doctrine for Evasion and Recovery"
- Joint Pub 4-01.1, "JTTP for Airlift Support to Joint Operations"
- Joint Pub 4-01.2, "JTTP for Sealift Support to Joint Operations"
- Joint Pub 4-06, "JTTP for Mortuary Affairs in Joint Operations"
- Joint Pub 6-0, "Doctrine for Command, Control, Communications, and Computer (C4) Systems Support to Joint Operations"

- Joint Pub 6-02, "Joint Doctrine for Employment of Operational/Tactical Command, Control, Communications, and Computer Systems"

JPs 3-01.5, 3-07, 3-09.3, 3-13.1, 3-50.2, and 3-57 were voted for assessment at the April 1997 JDWP. JPs 3-07, 3-09.3, 3-13.1, 3-50.2, 3-57, and 4-01.3 are currently undergoing formal assessment (i.e., the request for feedback message has been released and data is being compiled for the assessment report). The assessment of JP 3-01.5 began, but is suspended pending approval of JP 3-01.

To date, the JWFC has conducted 35 assessments: JPs 0-2, 1-05, 2-0, 3-0, 3-01.4, 3-02, 3-02.2, 3-04, 3-04.1, 3-07.2 (2X), 3-09.1, 3-09.2, 3-10, 3-10.1, 3-11, 3-12, 3-15, 3-17, 3-50, 3-50.1, 3-52, 3-53, 3-55, 3-56.1, 3-58, 4-0, 4-01.5, 4-02, 4-03, 4-04, 4-05, 5-0, 5-00.2, and 6-0. JPs 1, 3-07.1, and 3-54 are the only ones voted to not be assessed. Although JPs 3-05.3 and 3-05.5 have previously been voted to be assessed, the assessments will not begin until JP 3-05 has been revised and approved—it has just completed staffing for final coordination.

Questions regarding JP assessments should be directed to LTC Steve Senkovich, USA, Chief, Joint Publication Assessment Branch at DSN: 680-6409, or by e-mail: senkovic@jwfc.js.mil.

PUB DEVELOPMENT BRANCH

JWFC Doctrine Division continues the development of three joint publications:

- JP 3-13, "Joint Doctrine for Information Operations," is expected to begin preliminary coordination (PC) in November 1997. An Information Operations Working Group was held at JWFC from 22-24 September 1997 to coordinate incorporation of draft comments before it proceeds to PC.
- JP 3-16, "Joint Doctrine for Multinational Operations," PC comments were received this summer. There were numerous substantive and administrative comments and the final coordination (FC) version should be released by the time this newsletter is published.
- JP 3-33, "Joint Force Capabilities," second draft, inspired a substantial number of comments from the field. Expect this publication, along with the CD-ROM, to be distributed for PC during November 1997. We anticipate it proceeding to FC in early 1998.

As PRA, we have two publications under revision:

- JP 1-01, "Joint Publication System, Joint Doctrine and JTTP Development Program," is undergoing a comprehensive revision. Specific areas of emphasis are listed in the Joint Staff J-7 message 161832ZSEP97, which include broader discussions on electronic staffing, as well as specific responsibilities for the lead agent, primary review authority, Joint Staff doctrine sponsor, and others. The draft will be out for worldwide review in December 1997 and approval is scheduled for August 1998.
- JP 5-00.2, "JTF Planning Guidance and Procedures," will go through FC again due to the nature and number of comments received on the previous FC version.

Questions regarding JP development should be directed to CDR Paul Momany, USN, Chief, Joint Publication Development Branch at DSN: 680-6865, or e-mail: momanyp@jwfc.js.mil.

PERSONNEL

Since the last issue, we said good-bye to several JWFC stalwarts. Lt Col Bob "Pitter" Flemming and Lt Col J.J. Wright both retired in August 1997. Pitter was "Mr. Universal Joint Task List" and J.J. developed the Joint Courseware Catalogue. We wish them both the best of luck in their new careers. LTC Heldur Liivak moved down the hall to the Training and Exercises Division and CDR Phil Logan departed for the USS THEODORE ROOSEVELT as the new weapons officer. We also said good-bye to our Marine fire team, LtCol Howard Schick and Maj Dean Marvin. Howard is off to top level school at the Naval War College while Dean headed south to Orlando, FL. Good luck in your new assignments!

We also gained several new Doctrine Division members. Maj Mark Yakabe returned to Doctrine Division from a seven-month stint as the Executive Officer. CDR Dave Bentz, an F-14 radar intercept officer who thinks he knows how to talk with his hands, arrived from the Naval War College. Maj Pete Vercruysse, a Marine combat engineer, transferred from Okinawa in July to enter the joint doctrine minefield. MAJ Bill Braley, an Army aviator and recent graduate of both the Command and General Staff Course and Armed Forces Staff College, landed here in September. Maj Burt Miller, a USAF air weapons controller, also was vectored here in September from the USMC Command and Staff College at Quantico. Finally Maj Bob Schutz, a USMC air controller, is on our radar scope inbound from 2nd Marine Air Wing and a recent tour in Bulgaria. Welcome all!



UNIVERSAL JOINT TASK LIST

By Lt Col Fleming, USAF, JWFC

The Universal Joint Task List (UJTL) was an outcome of the Joint Training Review conducted by the Joint Staff in 1992. It was an adaptation of the US Army's "Blueprint of the Battlefield" into a joint document to fill the need for a common method of describing capability requirements. The UJTL is promulgated by the Chairman Joint Chiefs of Staff as a reference document (CJCSM 3500.04A) for use by combatant commanders, Service component commanders, combat support agencies, and Service departments. As an overview, I will describe UJTL features, its purpose/uses, and national and multinational applications.

UJTL FEATURES

The UJTL is an interoperability tool for use by joint force commanders to communicate their mission capability requirements. The UJTL identifies "what" is to be performed in terms common to combatant commands and joint force components. It contains a comprehensive hierarchical listing of the tasks that can be performed by

a joint military force; a list of conditions which describe variables of the operational environment or situation (physical, military, and/or civil) which affect the performance of tasks; and a menu of measures of performance for each UJTL task. Commanders can use these measures to support development of standards of performance consistent with mission requirements.

The UJTL is organized into four separate parts by the levels of war (see Figure 1), as follows:

- Strategic level - National military tasks (SNs)
- Strategic level - Theater tasks (STs)
- Operational level tasks (OPs)
- Tactical level tasks (TAs)

As depicted in Figure 1, Service TA Lists will be linked to the UJTL. These Service TA Lists will provide joint force components with a standardized reference document from which to construct their respective Service Component Mission Essential Task Lists and will allow for the integration of Service core competencies into the combatant command's joint mission essential task list (JMETL). The Services have developed, or are developing, their individual TA lists in coordination with the Joint Staff, as well as each other. The USAF and Naval Services have published their TA lists and the USA TA list is in final staffing. As this process evolves, the Department of Defense will be able to more clearly identify and articulate



Figure 1. Universal Joint Task List Organization

the linkage of combatant command and Service component capability requirements to National Military Strategy.

THE UJTL IS NOT . . .

The UJTL is not a single source repository for describing missions, operations, organizations, or procedures. It is not doctrine, nor is it derived strictly from doctrine, but most tasks are based on joint doctrine, tactics, techniques, and procedures. There are exceptions, such as information operations tasks that were added to UJTL version 3.0, for which joint doctrine is emerging. It is not designed to describe who is responsible for accomplishing the tasks, which is found in an OPLAN or OPORD; how the tasks will be performed, which is addressed in joint doctrine, tactics, techniques, and procedures; or what systems will be used to accomplish the tasks, which is an acquisition and command decision. It is not complete, and it is not perfect—the UJTL is a work in process with continuous refinements based on user inputs.

PURPOSE AND USES

The UJTL serves as a common language and reference system for joint force commanders, operational planners, combat developers, and trainers. The UJTL is used by the joint community to describe required operational capabilities in terms of tasks, conditions, and standards (T/C/S). Tasks selected by a combatant commander as mission essential, when linked with mission based conditions and standards, describe the military capability required to successfully accomplish the command's assigned missions. This process results in a command JMETL.

As the foundation of a joint training program, JMETs created using the UJTL language document the capabilities required to successfully accomplish the missions assigned to the combatant command. Because all combatant commands are required to construct their JMETs from the UJTL, common JMETs can be identified and supported by subordinate commands, the Services, and combat support agencies.

Recent advances in the Joint Training System have codified uses for the UJTL. CJCSI 3500.01A, "Joint Training Policy for the Armed Forces of the United States," defines the four phases of the Joint Training System as Requirements, Plans, Execution, and Assessment. It directs that joint training requirements be documented in the combatant command's JMETLs, which are derived from the UJTL. In CJCS Joint Vision 2010, elements of capability (doctrine, organization, training, materiel, leadership, and people) link to mission-based capabilities (JMETL) as shown in Figure 2).

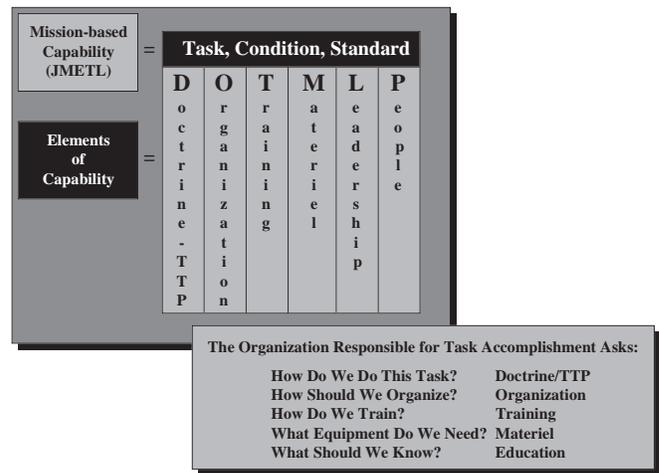


Figure 2. Elements of Capability

NATIONAL AND MULTINATIONAL APPLICATIONS

While the UJTL was developed by the joint training community, its application has been recognized by a broad spectrum of users. The UJTL and JMETL structures have applicability beyond the Joint Training System. These structures can be used to focus requirements for joint simulations (i.e., JSIMS). JMETL assessments can assist in the joint monthly readiness review process. The Joint Warfighting Capability Assessments (JWCA) can be indexed to multicommand JMETL assessments that indicate long-term, systemic issues which can be addressed in terms of doctrinal, training, organizational, or materiel improvements. Plans for a future Joint Automated Readiness System (JARS) can use inputs from the JMETL-based Joint Training System. Finally, institutions providing joint professional military education can cross-reference learning objectives to the UJTL tasks to better align the joint training and education systems. The joint doctrine community is linking joint publications to UJTL tasks; the joint education community is reviewing curriculum against UJTL tasks; the UJTL is being explored for readiness assessment applications; and combat support agencies are using UJTL tasks as linkage mechanisms to the combatant commands. The UJTL has even spread to our multinational partners, who are examining it for application in their military programs.

SUMMARY

The UJTL is a reference document for use by combatant commanders to document their mission-based capability requirements. It is not doctrine, but conforms to existing joint doctrine, tactics, techniques, and procedures. Originally developed by the joint training community, UJTL applications are spreading to many areas of national and international military capabilities.



GUEST ARTICLE

THE ROLE OF DOCTRINE IN JOINT EXERCISES

By Mr. Richard J. Rinaldo, HQ USA Training and Doctrine Command

Forces and staffs participating in joint exercises use approved joint doctrine.¹ Joint forces also use the Universal Joint Task List (UJTL), which is largely based on joint doctrine, when establishing objectives and training standards. Approved joint doctrine has been well publicized and is readily available to joint forces through both paper and electronic means. Nevertheless, this information does not always provide enough guidance to achieve joint training objectives or meet real-world operational needs.

Some joint exercises may require the use of draft joint doctrine to provide guidance on evolving concepts. However, draft joint doctrine can be problematic, since it is not yet a consensus document or approved by the Chairman Joint Chiefs of Staff. Yet, the best time to evaluate draft joint doctrine might be during an exercise, provided operational safety is not a consideration (e.g., a command post exercise). The prudent and measured use of draft joint doctrine, if only for reference or information, should be encouraged during joint exercises, however, it should be made clear to all participants that draft joint doctrine is evolving and not authoritative. Perhaps its use should be limited to the second draft and preliminary or final coordination drafts, which have had at least one review by joint and Service commands/agencies. Joint exercise use might also be limited to areas of doctrinal voids or where the exercise is breaking new ground in a particular subject area.

Indeed, draft joint doctrine presupposes doctrinal voids. Given such voids, joint forces may rely on experience, intuition, and innovation, which is healthy. They also might develop local standing operating procedures or operation plans. Still, draft joint doctrine may be very helpful. It could save valuable time used to research and develop the guidelines and procedures joint forces need to accomplish training objectives and missions.

The use of draft joint doctrine is not systemic and drafts have limited distribution. Combatant commanders must task their joint doctrine POCs to find draft joint doctrine which may be useful in an upcoming exercise. Then the combatant commander must make a deliberate decision to utilize that draft joint doctrine. If this process is not understood, both joint training and doctrine development can suffer. For example, during a recent joint exercise the issue of nonlethal capabilities surfaced and concerned not only the JTF but also the role-playing ambassador. Draft joint doctrine was available, but the process of gaining access to it was not followed, resulting in degraded training and a missed opportunity to evaluate the draft joint doctrine. Another example happened during one recent exercise. Joint doctrine guidance prescribing restrictions on the use of chaplains to counsel civilians was not available and the chaplains were unable to train properly for a potential real-world situation.

The argument against the use of draft joint doctrine is that exercises should be viewed primarily as training events for approved doctrine. Nevertheless, some exercises are already used as laboratories or venues for new ideas such as advanced concept technology demonstrations (ACTDs). Further, joint forces have deployed to Somalia for Operation UNITED SHIELD and trained aboard ship on the use of nonlethal capabilities without the benefit of approved joint doctrine.

Using draft joint doctrine has been the solution in some cases. For example: (1) a staff preparing for possible operations in Bosnia requested everything available on nonlethal capabilities, including draft joint doctrine, (2) a training center tasked to prepare forces for Bosnia used draft joint doctrine to develop a mission training plan, and (3) a USA Division G-3 preparing for possible operations in Haiti sought draft joint doctrine for planning and training. UJTL developers also need draft joint doctrine to write standards for new tasks. Why not, if nothing better is available? Joint forces use lessons learned, many of which are destined to become part of joint doctrine, in the same way. Draft joint doctrine and lessons learned can be viewed as the equivalent of articles in military journals or studies conducted by various professional military institutions, which are refined products, although not consensus documents.

The above examples point to the need for and utility of draft joint doctrine in joint exercises, a need that

should not be left to chance. To do so may relegate all these resources to the relative dustbin of the joint doctrine development process, which in some cases takes years. Such an omission is like letting fruit rot on the vine, when the troops are starving.

Current procedures attest to the systemic efforts of the J-7 in assessing the use of current joint doctrine in exercises and identifying joint doctrine voids. The J-7, Joint Staff, Evaluation and Analysis Division executes the exercise evaluation program to determine if approved or emerging joint doctrine meets the needs of the warfighter and the Joint Warfighting Center (JWFC) conducts assessments of approved joint doctrine at joint exercises and operations. Further, US Atlantic Command (USACOM) and the JWFC facilitate training joint forces using joint doctrine. This is still not enough. A doctrinal advisor or element is needed to be part of the exercise structure in a direct relationship with the exercise players, be it a JTF or a combatant command staff. Advice to the exercise control group, as currently practiced, is a useful but a partial solution.

Services or institutions charged with developing a particular publication also should be involved in exercises closely related to their doctrine development effort. A notional example might be an exercise in foreign humanitarian assistance. The action officer directly responsible for developing Joint Pub 3-07.6, "Joint, Tactics, Techniques, and Procedures for Foreign Humanitarian Assistance Operations," might participate in order to provide subject-matter expertise to the joint force. At the same time, the action officer could obtain information about force practices that might be useful to joint doctrine development. This may not be feasible in cases where the exercise scope is large or the focus is general. In these cases, a member of the JWFC, Service doctrine center, or a USACOM trainer with broad knowledge of joint doctrine might fulfill the role.

Participants can be designated in the planning phase based on the nature and scope of the exercise, combatant command or JTF staff recommendations, and senior leader decisions. The important thing is to aggressively interject approved and draft joint doctrine into joint exercises to meet the needs of the joint warfighters.

¹ For the purposes of this article the term doctrine includes tactics, techniques, and procedures.



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. We have a limited number of back issues, but you also can download them from <http://www.dtic.mil/doctrine>. We hope you will enjoy A Common Perspective and take the time to provide us some feedback.

Our next edition will be published in April 1998. We continue to solicit articles and commentaries regarding joint doctrine/operations. Submissions should be 1500 words or less—we will consider longer articles as possible features. Please submit articles or letters on disc or via e-mail for ease in handling. We need your submissions by 15 February 1998.

Send your articles, letters, or commentaries to:

A COMMON PERSPECTIVE
(ATTN: CDR AL BOUGARD)
JOINT WARFIGHTING CENTER
FENWICK ROAD, BLDG 96
FORT MONROE, VA 23561-5000

or place it on the JEL in the "NEWSLETTER" conference; or send it via e-mail to "bougarda@jwfc.js.mil;" or call:

DSN 680-6427
FAX 680-6552
COMM (757) 726-XXXX

JWFC WWW SITE

In May 1997, the JWFC opened up its new WWW site at <http://www.jwfc.js.mil>. The five JWFC divisions can be visited for news on the latest projects, POC phone numbers, and Netscape users can access direct e-mail links. Additional points of interest are the Joint Center for Lessons Learned, joint exercises information, joint training courseware, and on-line versions of some of our useful and informative publications. Future plans for the site include access to the JEL and perhaps Doctrine Chat!

JOINT DOCTRINE: THE FIRST TENET OF JOINT TRAINING

*By Major Mark P. DeMike, USA, JWFC,
Training and Exercises Division*

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3500.01A, "Joint Training Policy for the Armed Forces of the United States," of 1 July 1997 emphasizes five tenets of joint training. The first is the use of joint doctrine. It states that "Joint training must always be accomplished in accordance with approved joint doctrine. Joint doctrine establishes the fundamentals of joint operations guidance on how best to employ national military power to achieve strategic ends. Joint doctrine provides the common terms, concepts and perspective, which fundamentally shape the way Armed Forces of the United States think about and execute joint operations. Joint doctrinal publications describe common procedures and uniform operational methods from a common baseline. Effective training must be based on joint doctrine, as it embodies the concepts likely to be employed throughout the range of military operations."

The mission of the Joint Warfighting Center (JWFC) includes integration of joint doctrine and training for all CJCS directed exercises. In fact, the JWFC was created by combining the Joint Doctrine Center and the Joint Warfare Center in order to strengthen the link between joint doctrine and joint exercises. This link works both ways, ensuring joint doctrine is integrated into joint training, and that training results, in the form of lessons learned, are prominently considered in revising and updating joint doctrine.

Joint doctrine integration is an essential element of the joint exercise life cycle (JELC). The JWFC uses the JELC implementation system for structuring its support for joint training in compliance with the Joint Training Manual. Beginning with the Concept Development Conference, normally 18 months prior to a joint exercise, a joint doctrine review is included in the exercise directive. One year prior to the exercise, the Initial Planning Conference uses joint doctrine as the basis for development of observer and augmentee training plans, mobile training team programs of instruction, and exercise training plans. Master scenario events list development between the Midterm Planning Conference and the Final Planning Conference includes a review and refresher training on joint doctrine by the scenario developers at the JWFC.

The presentation of joint doctrine to the training audience by the mobile training teams also is important.

During a joint exercise, the simulation model replicates joint doctrine-based actions, having been designed within currently approved joint doctrine guidelines. JWFC observers and the After Action Review Team include Doctrine Division representatives on all exercises to conduct research, prepare observations for post-exercise joint universal lessons learned reports, and return recommended doctrine updates to the Joint Staff.

The JWFC is instrumental in the integration of joint doctrine within CJCS directed joint training. Major commands are equally charged with the mission of ensuring this first tenet of joint training is successfully accomplished. Integration of joint doctrine during all phases of planning and execution is the key to a successful training event.



QUOTABLE QUOTE

"Joint Doctrine offers a common perspective from which to plan and operate, and fundamentally shapes the way we think about and train for war."

JP 1, "Joint Warfare of the Armed Forces of the United States"

ADDRESS UPDATES



The US Postal Service has revised the rules and regulations regarding address labels. If you have not received your own personal copy of A Common Perspective, it may be because the address we have in our database is 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 is 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: DSN 680-6552

AMPLIFYING JV 2010: THE CONCEPT FOR FUTURE JOINT OPERATIONS

By Lt Col Kent K. Kysar, USAF, JWFC, Joint Vision 2010 Concepts Branch

In July of 1996, the Chairman of the Joint Chiefs of Staff issued a unique document called *Joint Vision 2010 (JV 2010)*. It established the initial conceptual template for how the US Armed Forces of today can transform operational concepts into joint capabilities to deter or defeat any threat that emerges at the beginning of the 21st Century. While *JV 2010* helps us think about technological trends and other variables in the context of operations in an uncertain and dynamic future environment, the recently published *Concept for Future Joint Operations (CFJO)* is the first phase of a comprehensive implementation process that should transform key *JV 2010* ideas into actual joint force capabilities.

The *CFJO* is intended to be a marketplace of ideas—a tool to help us think about future operations. It is a starting point that allows us to explore the desired operational capabilities (what the joint force commander needs to be capable of doing) in seminars, wargames, simulations, exercises, and other experiments. The *CFJO* will help us find the combination of capabilities that best facilitates *JV 2010*'s full spectrum dominance—the ability to dominate any adversary and control any situation in any operation across the range of military operations. In other words, a joint team persuasive in peace, decisive in war, and preeminent in any form of conflict.

Indeed, this validation of the desired operational capabilities should generate ideas for making timely and relevant changes in six critical areas: personnel, leadership, material, education and training, organizations, and doctrine. If it is our objective to promote stability and to thwart aggression, and support these objectives through peacetime engagement, deterrence and conflict prevention, with the ability to fight and win; we must develop high-quality personnel, innovative leadership, joint doctrine, joint education and training, agile organizations, and enhanced material relevant to the entire range of military operations. To that end, the *CFJO* discusses possible implications in each of these areas.

The implications to joint doctrine development are significant. Today's doctrine is developed based on existing capabilities, while emerging concepts address future

capabilities. Emerging concepts need to be captured within an overarching framework of concepts without compromising joint doctrine's focus on current capabilities. We need to develop a process that will manage the migration of good ideas in new concepts into joint doctrine at the right time. This migration must coincide with related changes, such as organizational or materiel changes, but be early enough to support required joint training and education.

Another doctrinal challenge is how to capture emerging joint doctrine in corresponding Service doctrine. Joint doctrine development will follow joint concept development and assessment and should lead Service doctrine. Service doctrine, while responding to joint concept development, joint doctrine development, and Service concept development, should continue to contribute to mainstream joint doctrine as well. A new model for close coordination between the Joint Warfighting Center (JWFC) and the Services' concept and doctrine development centers may well be required.

The *CFJO* is intended to be a living document that will subsequently be refined as the joint community's thoughts continue to evolve. The continuing refinement of this concept requires the full collaboration of Services, combatant commands, and other agencies. The concept itself is a means by which to explore and debate the nature of future joint force operations across the full range of military operations.

[*The CFJO was published at the Joint Warfighting Center, Fort Monroe, VA, in May 1997. Copies can be obtained by writing the Joint Warfighting Center, Attn: Lt Col Kent K. Kysar, Fenwick Rd. Bldg. 96, Fort Monroe, VA, 23651-5000. The CFJO and JV 2010 can also be found and downloaded from the JWFC Home Page (<http://www.jwfc.js.mil>).]*

The JWFC Home Page (<http://www.jwfc.js.mil>) includes a new electronic magazine called *Full Spectrum*. It will be published quarterly starting in the Fall of 1997 and is dedicated to facilitating the implementation of Joint Vision 2010. It provides an open forum for reviewing and discussing concepts and articles on Joint Vision 2010. While we will try to publish pertinent articles quarterly, we also will rely on suggestions, comments, articles, or letters from you to make *Full Spectrum* a more interactive and meaningful publication. We look forward to hearing from you!!



THE JOINT SIMULATION SYSTEM'S DOCTRINAL FOUNDATION

By Ms. Mona Collins, JWFC, Advanced Simulations Division

The Chairman of the Joint Chiefs of Staff, in Joint Vision 2010, has defined the global interactive future of military simulations, and challenged the military to leverage and anticipate the influence of technology on warfighting doctrine. To meet this challenge; the shortfalls of legacy simulations and the escalating cost of military training, exercises, and academic requirements must be addressed. This challenge has generated a military and support agency enterprise committed to providing the Armed Forces of the United States with a comprehensive capstone simulation environment—the Joint Simulation System (JSIMS).

JSIMS is a single, distributed, seamlessly integrated military simulation environment. Approved doctrine provides the system with an accepted operational foundation. Development began with hundreds of functional capability requirements and doctrinally based uses listed by the joint, Service, agency, and academic training communities. The capability to replicate, train, and evaluate capabilities based on current military doctrine is reflected throughout the requirements lists and the approved JSIMS program documentation such as the operational requirements document and the concept of operations. In addition, the JSIMS program recognizes doctrine development as one of the seven major "consolidated use cases" along with joint training, Service/agency training, planning and analysis, crew/team rehearsal, professional military education, and senior officer education.

Traditional military missions and their supporting doctrinal references are regularly selected for training emphasis, functional evaluation, and doctrinal assessment during military exercises. In the case of nontraditional missions such as humanitarian assistance and disaster relief, doctrine and capability subsets have fewer training opportunities due to a lack of physical environment fidelity and training tools sufficient to replicate these missions. The JSIMS program addresses these requirements with a comprehensive architecture, creating the opportunity for realistic training and to assess, test, and validate doctrine associated with nontraditional missions.

The JSIMS software architecture applications include a doctrinally-based core infrastructure and data base library; exercise life cycle planning tools and templates for efficient development using after-action analysis and data collection; links with real-world command, control, communications, computer, and intelligence systems; and other simulations such as aircraft trainers and range systems. The JSIMS support services provide research, security, a map display, analysis tools, exercise development framework templates, and technical gateways to support external linkages. Object services baseline a common data infrastructure, high-level architecture compliance, and provide a management framework for ongoing development.

The JSIMS architecture and tool kit enable tremendous flexibility as well as operational and doctrinal fidelity in the composition and tailoring of a military activity simulation. The tools are designed to support each of the Joint Training System (JTS) phases shown in Figure 1; and to foster the development and evaluation of new ideas, capabilities, and military doctrine as a function of the JTS process.

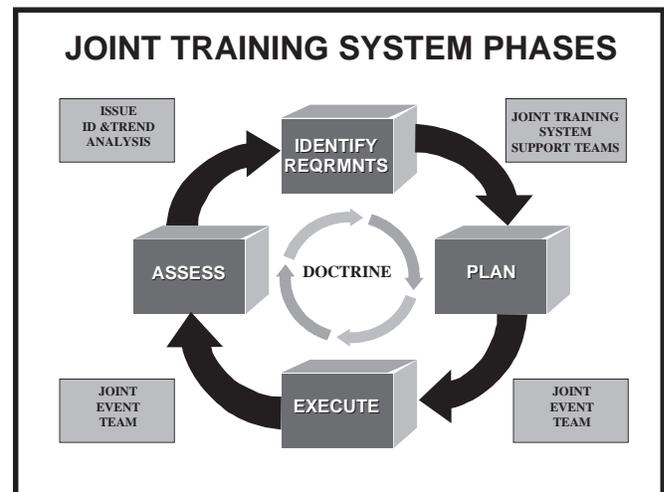


Figure 1. Joint Training System Phases

JSIMS is designed to support joint and Service training, operational mission rehearsal, educational objectives, and the assessment of joint and Service strengths and deficiencies in doctrine, organization, training, materiel and education, and personnel. In each of these key functions, approved military doctrine provides the foundation for JSIMS to support the challenge of assessing and preparing for future operations.



COMMAND RELATIONSHIPS STUDY

By Mr. Bob Hubner, JWFC, Doctrine Support Group

During the final staffing of proposed JP 3-01, "Joint Doctrine for Countering Air and Missile Threats," command relationships paradigms were challenged. For example, should functional component commanders have a direct support (DS) relationship rather than TACON authority over military capabilities or forces made available for countering air and missile threats and conducting other missions (e.g., joint fire support)? Positioning authority over those forces or capabilities was the crux of the issue. Consequently, the Vice Deputy for Operational Plans and Interoperability of the Joint Staff J-7 requested the JWFC conduct a study and make recommendations. The JWFC applied a systematic approach. Pertinent data was gathered from approved and draft joint doctrine, the Joint Universal Lessons Learned System, Exercises ROVING SANDS 97 and COHERENT DEFENSE 97, standard operating procedures, and the Army-Air Force Warfighters Conference of December 1996. Then analysis of all the data was conducted, which was the basis for conclusions and recommendations.

DATA ANALYSIS

TACON relates directly to the notion of command authority. "Detailed and local direction and control of movement or maneuvers" can be interpreted as "positioning authority" in terms of a geographical area (region, sector) or a geographical point (air patrol station, firing position) to operate from. **Support** is described as "a command authority," however, the definition of "support" relates directly to the notion that one force should assist another. Because the supported commander is limited to general direction of the supporting effort and the supporting commander determines the tactics, methods, and procedures to be employed, it can be concluded that positioning authority belongs with the supporting commander. The definitions of "supported commander" and "supporting commander" do not match their common use in the support command relationship.

The "normally TACON" principle regarding functional component commanders' authority over forces or capabilities made available for tasking has exceptions in approved JPs that allow for either an OPCON or support relationship. JFACC/AADC tasks for countering air and missile threats could prompt establishing varied command relationships like TACON of air sorties, DS with an attack helicopter unit or general support with supporting arms forces conducting attack operations, and DS with surface air defense forces conducting active air defense.

The JFC has the authority to tailor the command relationships of the joint force and specify the presence or absence of positioning authority in the establishing directive. Positioning authority exercised by the AADC to provide an integrated air defense system according to the JFC's guidance (e.g., defended assets list) seems appropriate. This does not necessarily mean designating positions by grid coordinate; but rather assigning regions, sectors, or points (airfield, port, population center) to defend.

The draft JP 3-01, "Joint Doctrine for Countering Air and Missile Threats," command relationship choices are prescribed without discussing the pros and cons of other options with respect to the situation, mission, and friendly force capabilities.

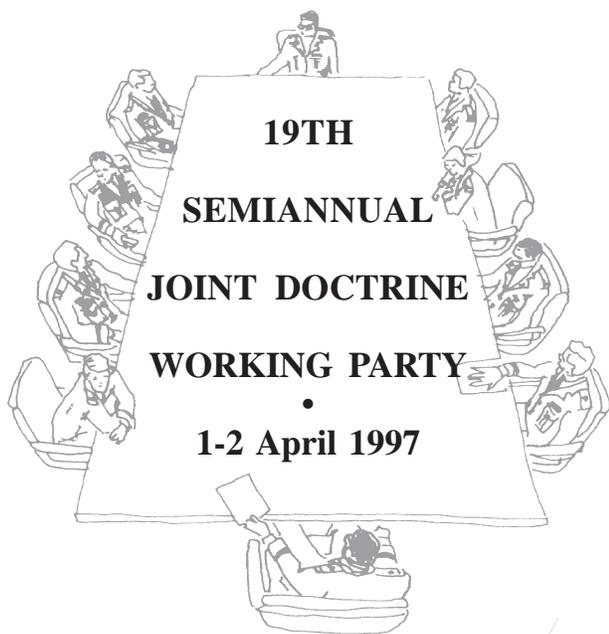
CONCLUSIONS & RECOMMENDATIONS

The JWFC study concluded: (1) Joint doctrine is flexible enough to enable choosing command relationships other than TACON between functional component commander and capabilities or forces made available for tasking, (2) Support is not "command authority" in the same sense as OPCON or TACON, (3) Draft JP 3-01 appears too prescriptive when addressing command relationships during counterair (CA) operations, (4) The terms "supported commander" and supporting commander" should be updated, (5) The terms "command authority" and "positioning authority" need to be defined, and (6) "Positioning authority" appears inherent in TACON while positioning is coordinated in a support relationship—it should be addressed as a potential element of the establishing directive.

The JWFC recommended: (1) Place the provided definitions for "command authority" and "positioning authority" in JP 3-56 with the intent, upon approval, to include them in the list of approved DOD terms, (2) Remove the statement "support is a command authority" from approved joint doctrine, (3) Modify specified portions of approved joint doctrine to directly address "positioning authority" for TACON and support relationships, (4) Modify the definitions of "supported commander" and "supporting commander" to describe their use in the context of a support command relationship, (5) Modify draft joint doctrine, as provided, to better address command relationships during CA, and (6) Emphasize that the JFC has the authority to tailor a command relationship and should establish the purpose and scope in the establishing directive.

[The complete Command Relationships Study can be downloaded from <http://www.dtic.mil/doctrine.>]





Lt Col Kitty Beaudoin, USAF, JWFC, Doctrine Division

OPENING REMARKS

COL Hank Hodge, Chief of the Joint Staff J-7 Joint Doctrine Division (JDD), and Col Bob Brodel, Chief of the Joint Warfighting Center (JWFC) Doctrine Division, welcomed the participants. **Major General Ron Keys, Commander of the Air Force Doctrine Center (AFDC), provided an overview of the AFDC's reorganization.** He explained that the USAF Chief of Staff directed that all Air Force doctrine development would be an AFDC responsibility, and AFDC would address all joint doctrine issues on behalf of the USAF.

JDD BRIEF

LtCol Steve Taylor of the Joint Staff J-7 JDD, briefed the status of joint doctrine publications, printing and distribution, the Joint Doctrine Action Awareness Plan (JDAAP), and future developments. An overview of the JDAAP included a short video, information about the Chairman of the Joint Chiefs of Staff's (CJCS) joint doctrine World Wide Web (WWW) site, the Joint Electronic Library (JEL) CD-ROM, and current JDAAP products (calendar, professional library desk set, JEL CD-ROM). (See page 30 for the current JDAAP status.)

PROJECT PROPOSALS

Mr. Gary Bounds, representing Headquarters Department of the Army (HQDA), presented a decision briefing to cancel JP 3-09.2, "JTTP for Ground Radar Beacon Operations," no later than fiscal year 2000.

He explained that ground radar beacon operations are seldom conducted because the techniques and equipment are obsolete due to improved technology and changes in organization and equipment. **The JDWP unanimously agreed to cancel JP 3-09.2 during 1997.**

Maj Dean Marvin of the JWFC Doctrine Division, presented a decision briefing to cancel JP 1-01.2, "JEL User's Guide." JP 1-01.2 describes an obsolete JEL system. It does not provide accurate information about the Adobe Acrobat format currently in use by the JEL CD-ROM and CJCS joint doctrine Home Page on the WWW. **The JDWP unanimously agreed to cancel JP 1-01.2 immediately.**

COL Galen Morris of USTRANSCOM presented a decision briefing which proposed conducting an early revision of JP 4-01.5, "JTTP for Water Terminal Operations," to add the "single port manger" concept. LTC Roy Henderson of JWFC presented the front-end analysis (FEA) which recommended not revising JP 4-01.5 early. He recommended USTRANSCOM explore alternative methods to provide the information (e.g., sending out an urgent change message to add the "single port manager" concept). **The JDWP narrowly voted to approve the early revision of JP 4-01.5. (Six voted against; one abstained; and the Joint Staff agreed with the USTRANSCOM proposal).**

LTC Bruce Childress of USACOM presented a decision briefing to expand and clarify the concept of "operational maneuver" during the revision of JP 3-0, "Doctrine for Joint Operations." LTC Steve Senkovich of the JWFC presented the FEA, which recommended that a JP 3-0 joint working group analyze the role of operational maneuver and expand doctrinal guidance, as appropriate. Additionally, Mr. Gary Bounds of HQDA recommended "strategic maneuver" also be analyzed and considered by the working group. **The JDWP agreed that the concepts of operational and strategic maneuver should be analyzed and considered during the revision of JP 3-0, however, assigning responsibility for conducting this analysis would wait, pending approval of the concept to revise JP 3-0.**

LTC Bucky Howle, USPACOM, presented a decision briefing on "consequence management." He recommended including this concept in JP 3-07.7, "JTTP for Domestic Support Operations," and JP 3-07.6, "JTTP for Foreign Humanitarian Assistance." LtCol Howard Schick presented the JWFC's FEA and recommended including this concept in JP 3-07.6. **The JDWP unanimously voted to include "consequence management" guidance in JPs 3-07.6 and 3-07.7.**

CDR Dave Wagner of USACOM presented a decision briefing on developing joint doctrine for legal support of military operations. He explained that JTTP is needed to provide guidance on topics such as military justice, settling claims, environmental law, international

law, operational law, and rules of engagement. CDR Phil Logan presented the JWFC's FEA and recommended approval to develop a joint publication. **The JDWP voted unanimously to develop a joint doctrine publication for legal support of military operations.**

LTC Greg Heritage of the Joint Staff J-7 JDD presented a decision briefing on reorganizing the joint doctrine hierarchy and improving the joint doctrine development system. The three options presented were: (1) organize the hierarchy like the Universal Joint Task List (UJTL), (2) organize the hierarchy using Joint Vision 2010 operational concepts as a base, or (3) retain the current joint doctrine hierarchy and improve its utility by developing a Joint Doctrine Electronic Information System (JDEIS). Mr. Don York from OC Incorporated presented a demonstration of a sample JDEIS. The JDWP unanimously agreed that JDEIS should be recommended to the Chairman of the Joint Chiefs of Staff for approval. LTC Heritage then presented the implementation concept for 25 recommended improvements to the joint doctrine development system. The JDWP agreed that ten should be implemented immediately.

INFORMATION BRIEFS

LTC Matt Duffy of the USA Training and Doctrine Command presented an information brief on their integration plan for including "operations during the post-hostilities phase" in joint doctrine. The October 1996 JDWP tasked the Army to determine which publications should include this information. LTC Duffy recommended integrating it in JPs 3-0, 3-07.3, 3-57, 5-0, 5-00.1, and 5-00.2 with a primary focus on JP 5-00.1. **Based on the October 1996 decision, the JDWP agreed with the plan to include "post-hostilities" doctrine in the recommended publications during their normal development or revision cycles.**

LCDR Andy Wilde of the Joint Staff J-38 presented an information briefing on the status of JP 3-13, "Joint Doctrine for Information Operations." He provided an overview of information operations and reviewed the JP 3-13 development timeline which indicated approval during December 1997 (now projected for June 1998).

Lt Col Bob Fleming of the JWFC presented an information briefing on the "enhanced doctrine-training interface." He provided an overview of the Joint Training System to include requirements, plans, execution and evaluations, and assessments. He provided recommendations for improving the interface between joint doctrine and joint training, and identified emerging changes which will enhance this interface.

CDR Pat Allen of the Joint Staff J-38 presented an information briefing on the terminology issue associated with JP 3-01, "Joint Doctrine for Countering Air and Missile Threats." Two terminology options

under consideration are defensive counterair (DCA) and theater air and missile defense (TAMD). He strongly endorsed TAMD as the more effective term. He indicated that Service and combatant command representatives should state their preference for DCA or TAMD during the final coordination staffing of JP 3-01.

LTC Don Fields of the Joint Staff J-34 presented an information briefing on antiterrorism/force protection (AT/FP) training and doctrine initiatives. He reviewed DOD O-2000.12 taskings and outlined key J-34 objectives. LTC Fields identified the special challenges in addressing AT/FP such as preparing for the next level of terrorism which could include chemical, biological and perhaps nuclear attack; and institutionalizing AT/FP within the US Armed Forces. LTC Fields concluded his briefing with an overview of the four-part effort to improve AT/FP (doctrine, training, assessments, and technological advances).

CDR George McCaffrey of the Joint Staff J-7 JDD presented an information briefing on JP 3-07.2, "JTTP for Antiterrorism." He indicated two separate JWFC assessments found JP 3-07.2 fundamentally sound. However, representatives from the UK and Israel also are providing comments, which will be considered. A draft of the revision will be provided for review and comment during the summer of 1997. **As a related issue, CDR McCaffrey indicated risk management and antiterrorism guidance will be included in revised JP 5-00.2, "JTF Planning Guidance and Procedures."**

Mr. Robert Hubner of the JWFC Doctrine Support Group provided an information briefing on the joint force fires coordinator study. Mr. Hubner outlined the basis for the study and the methodology used; and provided data summaries of his findings, analysis results, and conclusions. He closed the brief with the study's main recommendations: (1) establish J-3 functions regarding the coordination, integration, and synchronization of joint fires in JPs 3-09, "Doctrine for Joint Fire Support," and 3-56, "Command and Control Doctrine for Joint Operations," and (2) review the responsibility for developing the joint integrated prioritized target list during the development of JP 3-60, "Doctrine for Joint Targeting."

Lt Col Tom Huber of the Defense Logistics Agency (DLA) provided an information briefing as background for a DLA proposal to develop joint doctrine for disposal operations. He included recent historical examples in Haiti and Bosnia that indicate a doctrinal void regarding disposal operations. He also provided elements of the proposed joint disposal doctrine and indicated DLA, as DOD's disposal agent, should lead the development effort. **Lt Col Huber indicated DLA will continue proposal research and development and will present a decision briefing at the next JDWP.**

LTC Steve Senkovich of the JWFC presented a JP assessments status report. He noted that 23 JP

(Continued on next page)

assessments have been completed; 11 are in progress; and JPs 3-01.5, "Doctrine for Joint Theater Missile Defense," 3-07, "Joint Doctrine for Military Operations Other Than War," 3-09.3, "JTTP for Close Air Support," 3-13.1, "Joint Doctrine for Command and Control Warfare," 3-50.2, "Doctrine for Joint Combat Search and Rescue," and 3-57, "Doctrine for Joint Civil Affairs," were recently approved for assessment.

COL Mike Ward from the Joint Staff J-5 provided a JP 3-11, "Joint Doctrine for NBC Defense," revision overview. LTC Krisma Dewitt of the US Army Chemical School, then presented an information briefing on specific JP 3-11 updates and improvements. They include NBC operations in MOOTW, consequence management, passive defense operations, biological defense operations, fixed-site protection, and warning and reporting. She recommended deleting threat employment concepts, weapons of mass destruction effects, and riot control agents and herbicides. She proposed the development of three supporting JTTPs—JPs 3-11.1, "Actions Before Attack," 3-11.2, "Operating in NBC Environments-Protection," and 3-11.3, "Recovering from Operations in NBC Environments-Restoration."

Mr. Graham McMellin of the UK Permanent Joint Headquarters presented an information briefing on the status of allied JP 1. He also provided a summary of the recent allied joint operations doctrine working party outcomes to include the proposed hierarchy of allied publications.

CDR Mark Nichols of the Joint Staff J-4 presented an information briefing on the revision of JP 4-0, "Doctrine for Logistic Support of Joint Operations." It will include focused logistics, joint logistics doctrine, the theater distribution concept, joint deployment/redeployment, the Global Combat Support System, contracting operations, multinational operations, host-nation support, and common-user logistics. The first draft is scheduled for release during August 1997, preliminary coordination draft during February 1998, and final coordination draft during April 1998. Approval is anticipated to occur in June 1998.

EXECUTIVE SESSION

Col Brodel of the JWFC indicated implementing improvements to the joint doctrine development system and developing JDEIS by the year 2000 may be unrealistic. Col Scott of the Air Force Doctrine Center indicated the plan needs to be aggressive because of the value of the proposed improvements. LCDR Ficklin from USCENCOM recommended JDD brief the combatant commanders on JDEIS to gain early acceptance and provide the impetus for computer system upgrades.

COL Hodge of the Joint Staff J-7 JDD announced that JDD is developing a program directive for JP 1-02, "DOD Dictionary of Military and Associated Terms." Mr. Gary Bounds of HQDA indicated that the Army will recommend significant revisions to JP 1-02.

COL Wallace of USEUCOM suggested that capstone and keystone publications be kept in the glossy format; but all other publications should be in a simpler, less expensive format that allows page changes.

COL Hodge expressed concern about not developing JP 4-0 series publications until JP 4-0 is revised. Col Scott of the AFDC said he would review the program directive for the common-user logistics publication. COL Wallace stated that one or two issues should not hold up development of a joint publication. Mr. Bounds added that issues with program directives should not delay development—we should move ahead and get the program directives out and elevate issues, as necessary, to decision-making authorities for resolution.

Col Scott stated that using the term TAMD instead of DCA is a step backwards in joint doctrine. He further stated that failure to adopt the counterair construct may lead to unwarranted compartmentalization of responsibilities and capabilities within a theater of operations. Col Wallace explained that the disagreement is internal to the Joint Staff and the publication should probably not be staffed to the joint doctrine community until the Joint Staff position is established. Col Hodge stated that the JP 3-01 final coordination draft would use the OCA/DCA construct—none of the representatives dissented. Col Hodge promised that he would visit the J38 to resolve the impasse and inform them that the JDWP members, representing the combatant commands and Services, are satisfied with the OCA/DCA construct.

Capt Creelman from USSPACECOM indicated the need for a prioritized plan and organized control of the joint doctrine publications and CJCSI/Ms distributed to combatant commands and Services for review/comment. He indicated that they are overwhelmed with documents. COL Wallace added that components need more time to review publications. LtCol Taylor of J-7 JDD responded that JP review/comment windows would be carefully reviewed during the JP 1-01 revision.

NEXT JDWP

The twentieth JDWP is scheduled for 28-29 October 1997 at the JWFC on Ft. Monroe, VA. The agenda will include decision briefs on the cancellation of JPs 3-04, "Joint Maritime Operations (Air)," and 5-00.3, "Doctrine for the Joint Planning and Execution System," along with a proposal to develop JTTP for "disposal operations."





JOINT PUBLICATION STATUS

**SCHEDULED FOR
APPROVAL OVER THE NEXT
6 MONTHS**



PUB#	TITLE	PUB#	TITLE
1-02	DOD Dictionary of Military and Associated Terms	3-07.5	JTTP for Noncombatant Evacuation Operations
1-0	Doctrine for Personnel and Administrative Support to Joint Operations	3-07.6	JTTP for Foreign Humanitarian Assistance
2-0 Ch1	Joint Doctrine for Intelligence Support to Joint Operations	3-07.7	JTTP for Domestic Support Operations
2-01.1	JTTP for Intelligence Support to Targeting	3-09	Doctrine for Joint Fire Support
2-02	National Intelligence Support to Joint Operations	3-09.1	Joint Laser Designation Procedures
2-03	JTTP for Mapping, Charting, and Geodesy Support to Joint Operations	3-15 Ch 1	Joint Doctrine for Barriers Obstacles and Mine Warfare
3-01	Joint Doctrine for Countering Air and Missile Threats	3-16	Joint Doctrine for Multinational Operations
3-04.1 Ch 1	JTTP for Shipboard Helicopter Operations	3-50.21	JTTP for Combat Search and Rescue
3-05 Ch 1	Doctrine for Joint Special Operations	3-55	Doctrine for Reconnaissance, Surveillance, and Target Acquisition Support for Joint Operations (RSTA)
3-07.2 Ch 1	JTTP for Antiterrorism	4-01.6 Ch 1	JTTP for Joint Logistics Over the Shore (JLOTS)
3-07.3 Ch 1	JTTP for Peacekeeping Operations	4-02.1	JTTP for Health Service Logistics Support in Joint Operations
3-07.4 Ch 1	Joint Counterdrug Operations	5-00.2, Ch1	Joint Task Force Planning Guidance and Procedures

IN REVISION OVER THE NEXT 6 MONTHS

PUB#	TITLE
1-01, Ch2	Joint Publication System, Joint Doctrine and JTTP Development Program
2-01.2 Ch1	JTTP for Intelligence Support to Targeting
3-0 Ch1	Doctrine for Joint Operations
3-02 Ch1	Joint Doctrine for Amphibious Operations
3-05.3 Ch1	Joint Special Operations Operational Procedures
3-05.5 Ch1	Joint Special Operations Targeting and Mission Planning Procedures
3-51 Ch1	Electronic Warfare in Joint Military Operations
3-55.1 Ch1	JTTP for Unmanned Aerial Vehicles
4-0 Ch1	Doctrine for Logistic Support to Joint Operations
4-01.5 Ch1	JTTP for Water Terminal Operations
4-04 Ch1	Joint Doctrine for Civil Engineering Support

APPROVED SINCE MARCH 1997

PUB#	TITLE
-----	Joint Doctrine Capstone and Keystone Primer
3-03	Doctrine for Joint Interdiction Operations
3-61	Doctrine for Public Affairs in Joint Operations
4-01	Mobility System Policies, Procedures, and Considerations
4-01.2	JTTP for Sealift Support to Joint Operations

UNDER ASSESSMENT

PUB#	TITLE
3-07	Joint Doctrine for Military Operations Other Than War
3-09.3	JTTP for Close Air Support (CAS)
3-50.2	Doctrine for Joint Combat Search and Rescue
3-57	Doctrine for Joint Civil Affairs
4-01.3	JTTP for Movement Control

WITHIN FY 98 ASSESSMENT WINDOW

PUB#	TITLE	PUB#	TITLE
3-01.1	Aerospace Defense of North America	4-02.2	JTTP for Patient Evacuation in Joint Operations
3-01.5	Doctrine for Joint Theater Missile Defense	4-06	JTTP for Mortuary Support in Joint Operations
3-08	Interagency Coordination During Joint Operations	6-0	Doctrine for Command, Control, Communications, and Computer (C4) Systems Support to Joint Operations
3-13.1	Joint Doctrine for Command and Control Warfare (C2W)	6-02	Joint Doctrine for Employment of Operational/Tactical Command, Control, and Communications Systems
3-50.3	Joint Doctrine for Evasion and Recovery		
4-01.1	JTTP for Airlift Support to Joint Operations		
4-01.7	JTTP for Use of Intermodal Containers in Joint Operations		

Joint Staff, J-7, JDD
7000 Joint Staff Pentagon
Washington DC 20318-7000

	username	number
COL H. Hodge	(hodgehe)	*4-6469
Lt Col T. Malone	(malonetg)	*4-6494
LTC G. Heritage	(heritagm)	*4-6492
CDR J. Cardosi ☐	(cardosjj)	7-1046
CDR B. Ing	(ingb)	*4-6493
Mr. N. Fleischmann*	(fleiscent)	*4-6663
FAX		7-6322

DSN 22X-XXXX/Com(703) 69X/61X-XXXX
Email (username)@js.pentagon.mil

*COM# preceded by 61(all others are preceded by 69)

**Joint Warfighting Center
Doctrine Division**
Fenwick Road Bldg 96
Fort Monroe VA 23651-5000

	username	number
Col R. Brodel	(brodelr)	6404
CDR P. Momany	(momanyp)	6865
CDR A. Bougard	(bougarda)	6427
CDR D. Bentz ☐	(bentzd)	6449
LTC S. Senkovich	(senkovic)	6409
LTC J. Risney	(risneyj)	6554
LTC R. Henderson	(henderso)	6557
Lt Col Beaudoin	(beaudoin)	6555
Maj M. Yakabe	(yakabem)	6407
Maj P. Vercurysse	(vercruyp)	6550
Maj B. Miller	(millerb)	6406
MAJ W. Braley	(braleyw)	6639
Ms. D. Austin	(austind)	4388
FAX		6552

Doctrine Support Group

Mr. F. Moen	(moenf)	6520
Mr. T. Barrows*	(barrowst)	6521
Mr. G. Wasson ☐	(wassong)	6522
Mr. J. Gangloff	(gangloff)	6523
Mr. D. Erickson	(ericksod)	6524
Mr. C. McGrath**	(mcgrathc)	6525
Mr. D. Rolston	(rolstond)	6539
Mr. C. Bellis	(bellisc)	6666
Mr. J. McSpedden	(mcspeddn)	6665
Mr. D. Fitzgerald ☐	(fitzgera)	6113
Mr. B. Hubner	(hubnerr)	6111
Mr. D. Seitz	(seitzd)	6112
Mr. T. Patterson	(patterso)	6538
FAX		6540

DSN 680-XXXX/Com (757) 726-XXXX
Email (username)@jwfc.js.mil

**US Transportation Command
USTRANSCOM(TCJ5-SR)**

508 Scott Drive
Scott AFB IL 62225-5357

	username	number
CAPT L. Bernstein	(bernstel)	6840
Lt Col D. Willis	(willisd)	8077
Mr. K. Collins	(collinsk)	8077
Ms. J. Bien ☐	(bienj)	6068
FAX		7957

DSN 576-XXXX/
Com (618) 256-XXXX

Email (username)@transcom.safb.af.mil

JOINT DOCTRINE POINTS OF CONTACT

**HQ US Navy
Office of the Chief of Naval
Operations (N512) Dept of Navy**
Washington DC 20350-2000

	username	number
CAPT G. Allen	(allen.greg)	4832
CDR K. Morritt	(morritt.krist)	4832
CDR P. Chuday	(chuday.rich)	4832
CDR B. Semrau	(semrau.bill)	4832
LCDR M. Werner ☐	(werner.mark)	4832
LCDR B. Salmon	(salmon.blake)	4832
Ms. Brooks		4832
Ms. Johnson(NTSA) ☐		288-6068
FAX		3599

DSN 225-XXXX/Com (703) 695-XXXX

Class. Email cno-n511(code)@cno.navy.mil

Unclass. Email (username)@hq.navy.mil

**HQ US Marine Corps
Strategy and Plans Division**
(Code PLN-13) Rm 5D616
Washington DC 20380-1775

	username	number
Maj B. Gudmundsson	(bgudmund)	4221
FAX		1420

DSN 224-XXXX/Com (703) 614-XXXX

Email (username)@notes.hqi.usmc.mil

**US Atlantic Command
USACOM (J724)**

116 Lakeview Pkwy Suite 100
Suffolk VA 23435-2697

	username	number
LTC B. Childress ☐	(childres)	7292
Mr. S. Wales	(wales)	7254
Mr. M. Barker	(barker)	7270
FAX		7253/7505

DSN 564-9100(ext #)/
Com (757) 686-XXXX

Email (username)@acom.mil

HQ US Coast Guard (G-OPD)
2100 Second Street SW, Rm 3121
Washington DC 20593-0001

	username	number
CAPT K. Coddington	(kcoddington)	1502
CDR B. Smith	(bsmith)	1525
LTJg J. Reed	(jwreed)	1505
CWO L. Sheltry ☐	(lsheltry)	0583
FAX		4278

Com (202) 267-XXXX

Email (username)@comdt.uscg.mil

**USSouthern Command
USSOUTHCOM (SCJ5-PS)**

3511 NW 91st Avenue
Miami, FL 33172-1271

	username	number
LTC D. Lee	(leed)	1515
LCDR L. Dennis ☐	(dennisl)	1510
STU III		1512
FAX		1854

DSN 567-XXXX/Com (305) 437-XXXX

Email (username)@southcom.mil

**US Central Command
USCENTCOM (CCJ5-O)**

7115 South Boundary Blvd
MacDill AFB FL 33621-5101

	username	number
LCDR S. Ficklin ☐	(ballmich)	6444
Maj S. Latchford	(ballmich)	6444
FAX		5917

DSN 968-XXXX/Com (813) 828-XXXX

Email (username)@ccfs.centcom.mil

**US Strategic Command
USSTRATCOM (J512)**

901 SAC Blvd Suite 2E18
Offutt AFB NE 68113-6500

	username	number
Lt Col B. Brown	(dunnk)	5781
LCDR R. Gardner ☐	(dunnk)	0560
FAX		1035

DSN 271-XXXX/Com (402) 294-XXXX

Email (username)@stratcom.af.mil

HQDA, ODCSOPS (DAMO-SSP)
400 Army Pentagon

Washington DC 20310-0400

	username	number
COL E. Olson	(olsone)	4-8241
Mr. Gary Bounds* ☐	(bounds)	7-6949
LTC B. Soniak	(soniarw)	3-6315
LTC D. Grabowski	(grabora)#	7-8328
LTC R. Eissler	(eisslrk)	4-5371
Mr. B. Gibson	(gibsonw)	4-7224
FAX		224-8623

DSN 22X-XXXX/

Com (703) 69X/614-XXXX

Email (username)@dcsopspo1.army.mil
#@dcsops3.army.mil

**USEuropean Command
USEUCOM (ECJ5-D)**

Unit 30400 Box 1000 APO AE 09128

	username	number
COL J. Plant	(plant)	5277
LTC G. White 	(whitebg)	5277
FAX		7338

DSN 430-XXXX/
Com 049-711-680-XXXX
Email (username)@hq.eucom.mil

**USSpace Command
USSPACECOM (SPJ5X)**

250 S. Peterson Blvd Suite 116
Peterson AFB CO 80914-3130

	username	number
LTC R. Veit	(rveit)	6842
Lt Col F. Pombar 	(pombarf)	9062
Maj J. Vance	(jvance)	5850
FAX		2615

DSN 692-XXXX/Com (719) 554-XXXX
Email (username)@spacecom.af.mil

HQ US Air Force Doctrine Center

155 North Twining Street
Maxwell AFB AL 36112-6112

	username	number
Col R. Philipsek	(rphilipsek)	5421
Lt Col T. Gann	(tgann)	7607
FAX		7654

DSN 493-XXXX/Com (334) 953-XXXX
Email (username)@max1.au.af.mil

HQ AFDC Detachment 1

216 Sweeney Blvd Suite 109
Langley AFB VA 23665-2722

	username	number
Col B. Coffman	(coffmanr)	8090
Lt Col W. Berger	(bergerw)	5804
Lt Col K. Nelson	(nelsonk)	8094
Lt Col W. McRoberts	(mroberw)	8091
Lt Col D. Utley	(utleyd)	8086
Lt Col J. Vittori	(vittorij)	8095
Lt Col N. Watson	(watsonn)	4705
Maj B. Caldwell	(caldwelb)	8094
Maj D. Gilbert	(gilbertd)	8085
Maj B. Seipel	(seipelb)	8093
Maj B. Steen	(steenb)	5806
Maj C. Sutherland	(sutherlc)	2756
Capt S. Rife	(rifes)	2758
SSgt V. Smith	(smithv)	8083
Mrs. B. Waggener 	(waggenb)	4657
Mr. W. Williamson	(williamr)	8088
FAX		8096

DSN 574-XXXX/Com (757) 764-XXXX
Email (username)@langley.af.mil

**HQ AFDC/AFL
1480 Air Force Pentagon
Washington DC 20330-1480**

	username	number
Maj S. Schlapkohl	(schlapks)	7-0677
Ms. T. Schue*	(schuet)	7-9701
FAX		4-7461

DSN 22X-XXXX
Com (703) 697/614-XXXX
Email (username)@af.pentagon.mil

**USSpecial Operations Command
Joint Special Operations Forces
Institute (JSOFI)**

PO Box 71929 ATTN: SOFI-D
Fort Bragg NC 28307-1929

	username	number
LTC P. Stuart	(jsofi2)	0275
CDR W. Dempsey	(dempseyw)	0275
Mr. J. White	(whitee)	5361
YN1 D. Hines	(hinesd)	0275/3455
FAX		5467

DSN 239-XXXX/Com (910) 432-XXXX
Email (username)@ahqb.soc.mil

USSOCOM (J6SD)

7701 Tampa Point Blvd.
MacDill AFB FL 33621-5323

Ms. M. Gibson 	(gibsongm)	3965
FAX		3749

DSN 968-XXXX

Email (username)@hqsocom.af.mil

**US Pacific Command
USPACOM (J383)**

Box 64013

Camp H. M. Smith HI 96861-4013

	number
Lt Col J. Chilstrom 	(cnucpjsc)4282
FAX	2851

DSN 477-XXXX/Com (808) 477-XXXX

Email (username)@nctamsep.navy.mil

HQ TRADOC

JADD (ATDO-A)

Ingalls Road Bldg 133, Rm 7
Fort Monroe VA 23651-5000

	username	number
COL M. Smith	(smithm)	3153
LTC S. Wallace	(wallaces)	3892
LTC K. Gaines	(gainesk)	4225
LTC R. Gregory	(gregoryr)	3658
LTC M. Goodwin	(goodwinm)	3560
LTC W. Floyd	(floydb)	2778
LTC M. Duffy	(duffym)	4134
MAJ S. Finnegan	(finnegas)	2888
MAJ W. Karaktin	(karaktiw)	3439
MAJ A. Tyler	(tylera)	2928
CPT R. Pribilski	(pribilskr)	3444
Mr. R. Rinaldo	(rinaldor)	2965
Mr. R. Wightman	(wightmar)	3939
Ms. E. Dunn	(dunne)	4316
Ms. B. Brown	(brownb2)	3451
Mrs. P. Boone	(boonep)	3951
FAX		728-5859

DSN 680-XXXX/Com (757) 727-XXXX

Email (username)@emh10.monroe.army.mil

MCCDC

Joint Doctrine Branch
3300 Russell Road
3rd Floor Suite 318A
Quantico VA 22134-5021

	username	number
Maj J. Scanlan	(scanlanj)	3609
Maj L. Holcomb 	(holcombl)	3608
Ms. A. Keays*	(keaysa)	6227
FAX		2917

DSN 278-XXXX/Com (703) 784-XXXX

Email (username)@quantico.usmc.mil

Naval Doctrine Command

1540 Gilbert Street
Norfolk VA 23511-2785

	username	number
CAPT C. Plyler	(cplyler)	0562
CAPTC. Kennard	(ckennard)	0562
CAPT W. Schmidt	(wschmidt)	0565
CDR C. Fedyschyn	(fedyschy)	0562
CDR S. Singleton	(singleto)	0565
CDR J. Howe	(jhowe)	0565
Lt Col C. Shelton	(cshelton)	0565
Lt Col E. Ströberg	(estroberg)	0562
LTC F. Daum	(fdaum)	0565
CDR S. Gilmore (AUS)	(sgilmore)	0565
CDR D. Fitzgerald (CAN)	(fitzgera)	0565
CDR B. Durteste (FR)	(durteste)	0565
CDR G. Gumiermo (IT)	(ggumiero)	0565
CDR T. Kakei (JPN)	(tkakei)	0565
CDR L. Riquet (PER)	(lriquet)	0565
Ms. K. Decker*	(kdecker)	0562
FAX		0570/1

DSN 565-XXXX/Com (757) 445-XXXX

Email (username)@ndc.navy.mil

**Air Land Sea
Application (ALSA) Center**

114 Andrews St
Langley AFB VA 23665-2785

	username	number
COL B. Williams	(williamb)	5934
CAPT R. Schuller	(schuller)	5934
LTC D. Zoellers	(zoellerwd)	5934
LTC L. Myers	(myersl)	5934
LTC P. Martin	(martinp)	5934
LTC B. Morris	(morriss)	5934
MAJ L. Fowler	(fowlerl)	5934
MAJ W. DeNeff	(deneffw)	5934
Maj P. Woodson	(woodsonp)	5934
Maj S. Chewning	(chewnings)	5934
Maj K. Feaga	(feagak)	5934
Maj E. Woodie	(woodiee)	5934
Maj J. Callaway	(callawaj)	5934
Maj M. Vehr	(vehrm)	5934
Maj L. McDonald	(mcdonall)	5934
FAX		5935

DSN 574-XXXX/Com (757) 764-XXXX

Email (username)@alsa.langley.af.mil

LEGEND

* Terminologist

** Joint Electronic
Library (JEL)



Joint Pub Distribution



Members of the
Joint Doctrine
Working Party (JDWP)

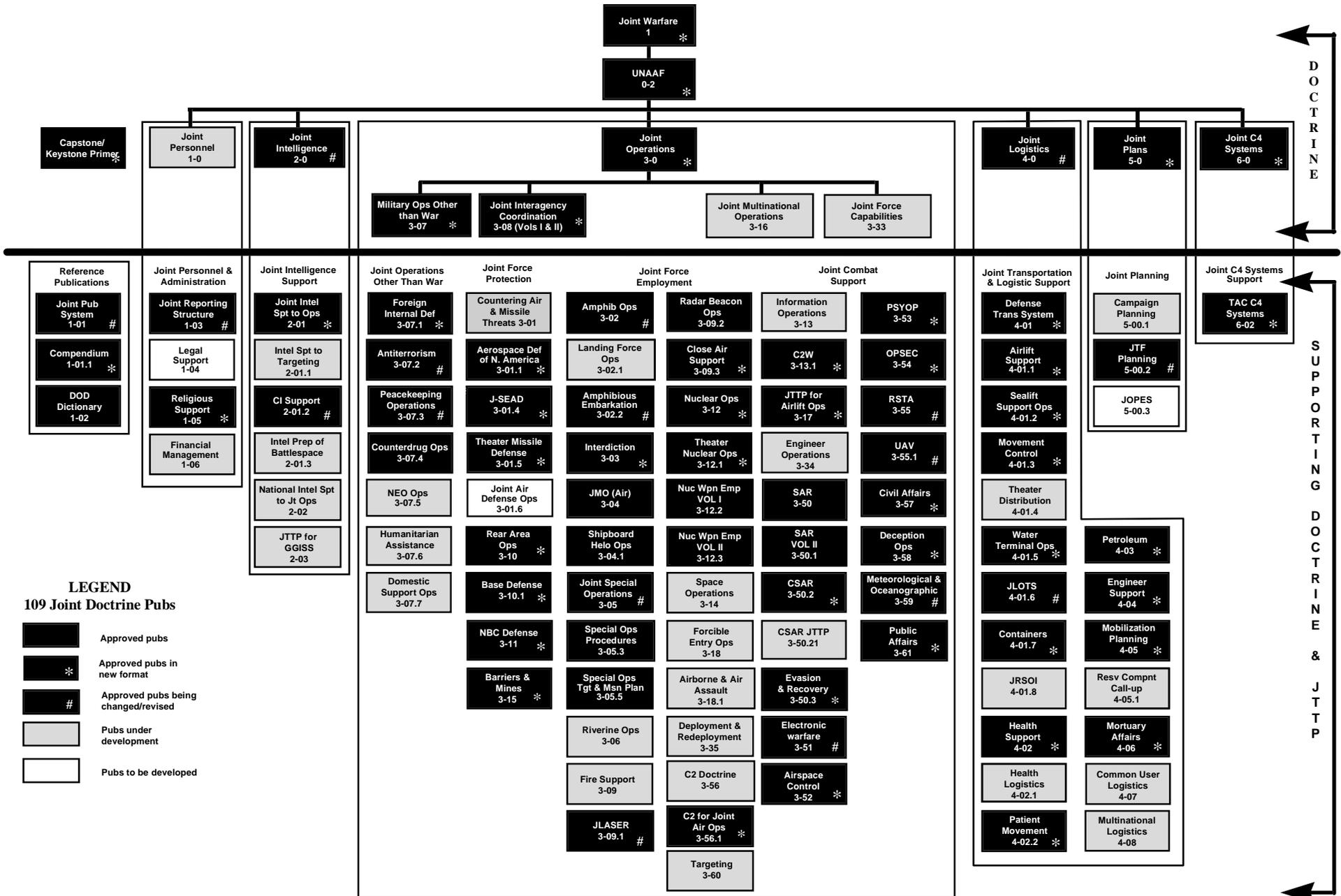


Other Service
& Multi-Service Organizations

E-Mail addresses appear as (username)

JOINT DOCTRINE HIERARCHY

"As of 30 September 1997"



DOCTRINE

SUPPORTING DOCTRINE & JTTP

LEGEND 109 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

JOINT STAFF, J-7, JOINT DOCTRINE DIVISION

By COL Hank Hodge, USA, Division Chief

Summer 1997 has been a busy and challenging time for the Joint Doctrine Division (JDD). Numerous personnel shifts and fast-track issues have kept all division personnel in high gear. LTC Frank "Del" Turner has taken the reins of the JV 2010 Branch. LTC Turner is an Army field artilleryman.

JOINT VISION NEWS

The implementation of JV 2010 continues to gain momentum with Joint Requirements Oversight Council (JROC) approval of joint warfighting capabilities assessment (JWCA) support for Joint Vision (JV) 2010 assessments. In the case of Dominant Maneuver, Precision Engagement, and Full Dimensional Protection; the JV 2010 assessments will be governed by JWCA contract procedures. The J-4 (Focused Logistics) and the J-6 (Information Superiority) will conduct their assessment effort using an Integrated Process Team composed of cross-functional members, but will still forward their assessment results to the JROC for approval and oversight. The CJCS-designated coordinating authorities (CA) will develop a set of core tasks, desired operational capabilities (DOCs) and assessment roadmaps in collaboration with the combatant commands, Services, Office of the Secretary of Defense, Defense Agencies, and the JWFC. The roadmaps define a series of events (e.g., exercises, experiments, wargames, simulations, studies, etc.) to assess DOCs. J-7 and the JWFC will coordinate and guide a collaborative process to develop a common, integrated, and synchronized implementation plan. The CAs will forward integrated plans to the JRB and OPSDEPS for review and comment and to the JROC for approval. The joint vision working group will continue to meet periodically to receive updates on JV 2010 progress and to identify and develop issues.

J-7 and the JWFC have worked with the Joint Staff and Services to clarify the JV 2010 assessment process—a capabilities-based process that identifies, as an output, the warfighting capabilities required by the 2010 force. It begins with the set of JROC-approved DOCs and roadmaps which are then used by the combatant commands, Services, and agencies to leverage existing assessment events in the near-term and to design events in the midterm to support JV 2010 assessments.

In response to questions about General Shelton and JV 2010, his nomination testimony on 9 September 1997 before the Senate Armed Services Committee is enlightening. He expressed support for JV 2010 and its implementation while stressing that the implementation plan is key to moving from the strategic level of the vision down into specific programs. Certainly there will be more to follow.

JOINT DOCTRINE NEWS

JDD has completed a large personnel turnover as CDR George McCaffrey departed in June 1997 for operational command of a naval combatant. LTC Steve Taylor was reassigned to the J-7 military secretariat as Executive Assistant to the new Vice Director J-7, Brig Gen Ralph Pasini. We also welcomed for the first time a Coast Guard officer. CDR Bryon Ing checked aboard in August 1997 having commanded the Cutter VENTUROUS in St. Petersburg, FL. Personnel assignments are now set for the foreseeable future as the current team should stay intact for two years. Now a look at what's happening in doctrine.

The joint doctrine hierarchy currently contains 78 approved publications with 31 under development. As we aggressively work the printed word, JDD is engaged in examining how joint doctrine publications are organized—a CJCS initiative first discussed at the October 1996 Joint Doctrine Working Party. The Chairman of the Joint Chiefs of Staff recently gave the "go-ahead" to the concept officially known as the Joint Doctrine Electronic Information System (JDEIS), which evolved from several working groups consisting of the Joint Staff, Services, and combatant commands. JDEIS is envisioned as a database of doctrine, which is linked electronically to the Universal Joint Task List, appropriate CJCS instructions and manuals, lessons learned, historical collections, future concepts, the DOD dictionary, and other related material. It will also include a sizable amount of complementary research, audio, video, and other multimedia material. JDEIS will be available to the entire military community on CD-ROM, the World Wide Web, and other selected defense networks. The first task in developing this system is the conduct of a front-end analysis (FEA) to more precisely define the scope and reach of the project. The FEA will begin in FY 98 and is expected to take six months.

The Joint Doctrine Action Awareness Plan is still going strong. The newest products to be distributed this Fall are the Joint Force Employment Video and the Multimedia CD-ROM. The video is broadcast quality and drawn from the employment briefing modules. The CD-ROM is a set of two, which will combine text, audio, and video to provide instruction on joint force employment. Distribution for both new products will include the combatant commands, Services, and joint professional military education institutions.

JOINT AND ARMY DOCTRINE DIRECTORATE (JADD) TRAINING AND DOCTRINE COMMAND

By *COL Michael L. Smith, USA, Director*

On 31 March 1997 the Joint Doctrine Directorate and Army Doctrine Directorate merged to form the Joint and Army Directorate. JADD writes and reviews joint and Army doctrine; serves as chair and host for the TRADOC semiannual Army doctrine conference; and as TRADOC's executive agent for the interface with combatant commands, JWFC, Air Land Sea Application (ALSA) Center, Mobility Concepts Agency (MCA), and the Services' doctrinal commands and centers.

"**Joint Warfighters**" was chartered as an Office of the Secretary of Defense (OSD) joint test and evaluation in June 1997 to evaluate concepts and address needs and issues in joint military operations. Its focus is the prosecution of time-sensitive surface targets in joint operations. TRADOC is the Army's sponsor. The actual test phase will be a three year effort with a proposed OSD budget of approximately \$20 million; plus up to 60 military, civilian, and contractor personnel authorizations from all the Services' test and evaluation agencies. POC is LTC Bill Floyd, DSN 680-2778.

JADD is the office of primary record for TRADOC involvement in developing the concept for future joint operations (CFJO) and other implementation efforts related to CJCS's **Joint Vision 2010**. We participated in working groups and developed and compiled comments and recommendations for the CFJO, the implementation plan for JV 2010, and the relationship of JV 2010 to Army Vision 2010. TRADOC combat developers recently participated in a USCENTCOM-hosted conference on JV 2010 implementation. POC is Mr. Richard Rinaldo, DSN 680-2965

The JADD Quarterly Update Program is a forum for updating the joint and Service doctrine communities, HQ TRADOC, allied liaison officers, and defense contractors on JADD's projects and major issues in work. Two highly successful conferences were conducted in 1997 and they will continue with one planned for 14 November 1997. All interested persons are invited to attend. POC is LTC Ron Gregory, DSN 680-3454.

KEY PUBLICATIONS/PROJECTS UPDATES

- The revision of **JP 3-07.3, "JTTP for Peace Operations,"** expands the previously approved JP 3-07.3, "JTTP for Peacekeeping Operations,"

to include peace enforcement. The preliminary coordination (PC) draft was distributed for review in June 1997.

- **JP 3-07.6, "JTTP for Foreign Humanitarian Operations,"** describes the interface and coordination required between the joint task force and other governmental agencies, nongovernmental organizations, private voluntary organizations, and international organizations. The proposed final draft was forwarded to the lead agent on 26 June 1996 along with new material on "consequence management."
- **JP 3-07.7, "JTTP for Domestic Support Operations,"** provides guidance to joint forces conducting support within the continental US, Alaska, Hawaii, and US territories and possessions. The proposed final draft was submitted to the lead agent in February 1997. Promulgation was delayed pending approval of DOD policy documents.
- **JP 3-09, "Doctrine for Joint Fire Support,"** clarifies the relationships and responsibilities for those fires that assist land and amphibious forces to maneuver and control territory, populations, and key waters. The publication has undergone several revisions at HQDA and the Joint Staff. The second final coordination draft has been staffed worldwide and is undergoing final revision by the Joint Staff.
- **JP 3-09.1, "JTTP for Laser Target Designation Operations,"** provides laser planning and coordination procedures; safety considerations; and information on laser designators, acquisition devices, laser-guided munitions, and laser codes. It is currently undergoing revision, and soon will be sent to the lead agent for preparation of the PC draft.
- **JP 3-34, "Engineer Doctrine for Joint Operations,"** is to provide joint force commanders and their staffs with current engineer doctrine from general war to military operations other than war. A working group was held 17-18 June 1997 to develop a rough draft. The first draft is scheduled for release near the time of this printing.
- **JP 3-18, "Joint Doctrine for Forcible Entry Operations,"** addresses command and control (C2), planning, execution and support, as well as the interface between airborne, special operations forces, and naval expeditionary forces (amphibious forces). ALSA, the PRA, is revising the proposed final draft which was previously submitted to the lead agent during the 3rd quarter of FY 96.

- **JP 3-18.1, "Joint Airborne and Air Assault Operations,"** integrates existing Service doctrine into a single-source publication that addresses C2, planning, execution, and support requirements. JADD has forwarded the edited version of the PC draft for staffing.
- **JP 3-56, "Command and Control Doctrine and Procedures for Joint Operations,"** will provide joint force command and control procedures and techniques to include organizing, information management, and support systems integration. JP 3-56 was assigned to HQTRADOC for revision on 26 Jan 96. A draft is currently undergoing final editing prior to worldwide staffing, which will be conducted at the direction of the Joint Staff J-7 based on final resolution of issues contained in other JPs.
- **JP 4-07, "JTTP for Common User Logistics During Joint Operations,"** will standardize guidance across logistics functional areas and provide a single-source publication for conducting common user logistics within a theater and for a JTF. The program directive was approved and released on 16 June 1997. The first draft distribution is scheduled for October 1997 and final approval projected for December 1998.
- **JP 4-01.4, "JTTP for Theater Distribution,"** will discuss theater distribution for all levels of military operations to include centralized distribution management and the critical considerations for joint planners to operate a theater distribution network. The US Army Combined Arms Support Command is developing this publication for TRADOC. The first draft was scheduled for release during August 1997 and final approval is scheduled for October 1998.
- **JP 4-01.8, "JTTP for Joint Reception, Staging, Onward Movement, and Integration,"** will provide guidance and outline procedures for the reception, staging, onward movement, and integration of forces during joint operations. The program directive was approved during June 1996. The MCA is developing this pub for TRADOC and promulgation is scheduled for the 1st Qtr of FY 98.
- **JP 5-00.1, "JTTP for Campaign Planning,"** discusses planning and implementing theater and subordinate campaigns in war and operations other than war. It is awaiting release pending inclusion of planning consideration for post-hostilities operations.
- **JP 5-00.2, "Joint Task Force Planning Guidance and Procedures,"** discusses planning

considerations, organizing, establishing the requisite C2 architecture, and executing JTF operations. JADD has submitted comments on the FC draft, which included planning considerations for post-hostilities operations.

NAVAL DOCTRINE COMMAND (NDC)

By Lt Col Eric Ströberg, USAF, Doctrine Development Division

ENHANCED HOME PAGE

The growing value of the Internet as a doctrine development and promulgation tool is evident in NDC's recently enhanced Home Page located at <http://www.ndc.navy.mil>. Net pages provide not only organizational details, but access to more detailed sites on major programs such as Doctrine Development, Strategy and Concepts, Fleet Liaison, Universal Naval Task Lists, Naval Lessons Learned, TAC D&E, and the new Maritime Battle Center. Additionally, individuals involved in the doctrine development process may review and download draft publications, submit comments, or take part in an on-line working group. NDC's secure net, located at <http://ndc.navy.smil.mil>, offers the same capabilities in a classified environment. NDC's ultimate goal is to develop and disseminate all Naval doctrine and TTP on-line with CD-ROM as a back up. (*CAPT Chuck Kennard, N3A*)

FIRST TEST OF ON-LINE DOCTRINE DEVELOPMENT UNDERWAY

Two of the Navy's Centers of Excellence, the Naval Strike and Air Warfare Center and the Fleet Information Warfare Center, will use NDC's new on-line tools to compress development timelines on two new publications. Through electronic staffing of NWP 3-01.01, "Air Warfare Manual," and NWP 3-13.1, "Information Warfare," we hope to compress the normal 18-24 month development process into a 12 months. (*CAPT Chuck Kennard, N3A*)

LOGISTICS DOCTRINE

NDC's Logistics Branch continues to stay engaged in joint doctrine development to ensure it is compatible with the Navy organization and methods for conducting logistics operations. Current actions which reflect this philosophy include:

- Providing recommendations and support to ensure evolving joint logistics doctrine supports the overarching guidance provided in JP 4-0, "Doctrine for Logistic Support of Joint Operations." An orderly pace in development of
- (Continued on next page)*

JPs 4-07, "JTTP for Common User Logistics During Joint Operations," and 4-01.4, "JTTP for Theater Distribution," and 4-01.8, "JTTP for Joint Reception, Staging, Onward Movement, and Integration," will ensure they support JP 4-0 and consider existing issues. We have identified a lack of logistics command and control guidance as a prominent void which must be filled to continue development of these publications.

- Some Logistics Branch personnel attended the joint doctrine working group hosted by the CASCOM Joint Pub 4-01.4 writing team at Fort Lee, VA. They stressed the need to ensure JP 4-01.4 provides the naval commander and logistics planner with a meaningful insight into logistics command and control, how theater distribution works, and how naval forces plug into the system. Our attendees also coordinated the Navy and Coast Guard input to the organization and responsibilities section.
- The NDC reviewed the first draft of JP 4-01.8 and provided recommendations to the primary review authority (PRA). We felt the initial draft needed more detail and doctrinally based information to be useful to a JRSO&I planner. Additionally, there is a need to establish a foundation in JP 4-0 for the command and control options described in JP 4-01.8. We emphasized the need for synchronization and integration with JP 4-0 and other supporting publications.
- The Logistics Branch continued work on Naval Logistics 2007, a wargame which will be held at the Naval War College, Newport, RI from 6-9 October 1997. The wargame's main purposes is to evaluate doctrine and organization with regard to naval requirements and new logistics initiatives. Its objectives are:
 - Stressing multiple LRCs to a single MTW movement while emphasizing time and distance issues, reconstitution, and redeployment.
 - Integration of operations in the littorals with expeditionary sea-based logistics.
 - Evaluating the impact of force structure, operational logistics, human resources, and future technology.
 - Development of solutions to identified shortfalls
 - Integration of naval logistics with Joint Vision 2010 focused logistics

Development of sea-based logistics, the operational and tactical sustainment of amphibious forces operating on

and from the sea, continued. A concept paper was written in August 1997 to describe how enhanced logistics will be provided for emerging naval operational concepts. While sea-based logistics primarily supports naval forces, an extensive effort was made to ensure it can quickly adapt to a joint task force operation. (*LTC Fred Daum/N342*)

COMPOSITE WARFARE COMMANDER (CWC) DOCTRINE REVIEW

Naval Warfare Publication 3-56(A) (formerly NWP 10-1(A)), "Composite Warfare Commander," is undergoing fleet wide review and revision. CINCPACFLT is the PRA, with CINCLANTFLT, CINCUSNAVEUR, and COMUSNAVCENT assisting as coordinating review authorities. The numbered fleet commanders are contributing commands and NDC is the technical cognizance office.

NWP 3-56 promulgated standard command and control procedures for Navy forces afloat and the CWC concept has been successfully employed in a wide variety of tactical situations. However, as Navy task forces were increasingly used in joint and combined operations, it became clear that the CWC structure requires some rethinking to function better in the joint environment. This revision will modify proven concepts by shifting the focus of force employment from defense against hostile threats to specific mission accomplishment. It will address functional componentry within Navy task forces, providing Navy commanders with C2 structures capable of flexible implementation and application to a wide variety of operational and tactical environments. NWP 3-56(A) will apply proven NDP-1 operational principles to a functionally organized Navy force capable of fitting into a joint force. The primary target audience is fleet commanders-in-chief, numbered fleet commanders, CV battle group commanders, amphibious ready group commanders, and Navy commanders who may be tasked to assume JFC responsibilities. (*CDR Steve Walsh, N331B*)

AIR FORCE DOCTRINE CENTER (AFDC)

By Maj Gen Ron Keys, USAF, Commander

AFDC has completed its reorganization as an Air Force direct reporting unit to the Air Force Chief of Staff. The headquarters element, two operating directorates, and one support directorate are manned and operating at Maxwell AFB, AL. The Joint Integration Directorate remains at Langley AFB, VA. In addition, we have operating locations at the Pentagon (collocated with the Air Staff), and at six TRADOC centers. Our web site is under construction, but check us out at <http://hqafdc.maxwell.af.mil>. Below is a description of the directorates and the operating locations:

Doctrine Development Directorate: Responsible for research, development, and production of Air Force basic and operational doctrine spanning the full range of military operations. Provides the Service input into joint and multinational doctrine. Participates in the development and investigation of future operational concepts, technologies, and strategies, to anticipate potential enhancements to, or conflicts in, doctrine. Coordinates with the major commands on their development of tactical doctrine.

Doctrine Applications Directorate: Advocates the doctrinally correct representation of air and space power, and Air Force systems, in key Air Force, other Service, and joint campaign models, wargames, and exercises. Examines how future concepts are depicted in modeling and simulation.

Joint Integration Directorate (Langley AFB): AFDC's interface with other Services' doctrine development activities and the Joint Warfighting Center. Participates in joint doctrine development. Participates in planning and execution of joint wargames and exercises to ensure scenarios provide a realistic depiction of the uses and impacts of air and space power. Represents AFDC in future concepts and technology investigation activities, including Joint Vision 2010 implementation.

Operating Locations: Represents the Air Force at other Services' system development activities. Advocates the proper representation of air and space power, and articulates Air Force doctrinal positions. There are currently six locations: The US Army Infantry Center and School, Ft. Benning, GA; the US Army Air Defense Artillery School, Ft. Bliss, TX; the US Army Armor Center and School, Ft. Knox, KY; the US Army Combined Arms Center, Ft. Leavenworth, KS; the US Army Aviation Center, Ft. Rucker, AL; and the US Army Field Artillery School, Ft. Sill, OK.

Air Staff Liaison: Represents AFDC in the Pentagon. Maintains communication between AFDC and the Air and Joint Staffs on doctrinal issues and the status of publications in coordination. Advises the Air Staff on doctrinal matters.

Now that we have a full complement of doctrine experts, the revamped AFDC looks forward to working with you as we help shape joint doctrine for the future.

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

By Col R. K. Dobson, Jr., USMC, Director

The Commandant's Planning Guidance, issued in July 1995, set a challenging course for many in the Marine

Corps. The Commandant realized that doctrine, the intellectual fuel which powers Marine Corps warfighting attitudes, outlook, and applications had become "fragmented" and "outdated." Doctrine Division was tasked to update, revise, and rewrite our current body of doctrine.

The first major milestone will be reached by the end of this summer with the publication and distribution of nine Marine Corps doctrinal publications (MCDPs). Six of these nine publications are new works. The final publication, MCDP 3, "Expeditionary Operations," is being reviewed by selected Marine Corps General Officers. Each of the MCDPs have been reviewed by three-star General Officers and approved by the Commandant. A brief synopsis of each of the MCDPs is provided below.

- **MCDP 1, "Warfighting,"** is a revision of FMFM 1 which seeks to enhance the description of the nature of war, to emphasize war's complexity and unpredictability, and to widen the definition of war to account for modern conflict's expanding forms. Additionally, MCDP 1 clarifies the descriptions of styles of warfare, and refines important maneuver warfare concepts such as commander's intent, main effort, and critical vulnerability. MCDP 1 was written with the intent of retaining the spirit, style, and essential message of the original manual.
- **MCDP 1-1, "Strategy,"** is a new manual. It describes the fundamental concepts related to strategic thinking, and is designed to provide Marines with a solid, common understanding of the difficulties presented when integrating military means to achieve political ends. It applies maneuver warfare philosophy to the strategic level of war, and provides an intellectual discussion to assist us in understanding both our own and our adversary's political and military objectives, the relationship among them, and the unique nature of any particular conflict.
- **MCDP 1-2, "Campaigning,"** supersedes FMFM 1-1 which carried the same title. MCDP 1-2 retains the spirit and basic concepts of its predecessor, while further developing and refining some of those concepts based on recent experiences, continued thinking about war, and the evolving nature of campaigning in the post-cold war world. This revised version contains three significant additions: an expanded discussion of the linkage between strategic objectives and the campaign, a section on conflict termination, and a section titled "synergy" which describes how key capabilities are harmonized in the conduct of a campaign to achieve the strategic objective.

(Continued on next page)

- **MCDP 1-3, "Tactics,"** is a revised publication based on FMFM 1-3. MCDP 1-3 further develops and refines the concepts presented in the original publication, and discusses Marine Corps philosophy for waging and winning combat. The new publication discusses battle-tested concepts and ideas which guide leaders in developing their tactical skills. The introductory chapter and the chapter on "Making it Happen" have been expanded, and new chapters on "Adapting," "Exploiting Success," and "Finishing" were added. Tactical leaders must develop and hone their warfighting skills through study and practice. MCDP 1-3 serves as a guide for that professional development. It addresses the theory of tactics and its application in a chaotic and uncertain environment.
 - **MCDP 2, "Intelligence,"** is a new publication which provides a conceptual framework for understanding and conducting effective intelligence activities. The Marine Corps' view of intelligence is based upon a common understanding of the nature of war and maneuver warfare philosophy. MCDP 2 builds on this doctrinal foundation by describing the relationship of intelligence within the context of other warfighting activities. MCDP 2 provides the authoritative basis for the subsequent development of intelligence doctrine, education, training, equipment, procedures, and organization.
 - **MCDP 3, "Expeditionary Operations,"** will establish authoritative doctrine for the conduct of expeditionary operations in the US Marine Corps. It will describe the Marine Corps as an expeditionary force-in-readiness which can respond quickly to a broad variety of crises and conflicts across the full spectrum of conflict anywhere in the world. MCDP 3 will describe key expeditionary concepts, and establish versatility and adaptability as critical capabilities in a broad range of circumstances for expeditionary forces in an uncertain world.
 - **MCDP 4, "Logistics,"** provides all Marines with a conceptual framework for the understanding and practice of effective logistics. MCDP 4 is a new publication which details an approach to logistics which recognizes that war is conducted in an environment of complexity, fluidity, disorder and uncertainty and seeks to provide the commander with the physical means to win in this environment. MCDP 4 describes Marine logistics capabilities that are expeditionary in nature and naval in character.
 - **MCDP 5, "Planning,"** is a new manual which describes the theory and philosophy of military planning as practiced by the US Marine Corps. It describes how Marines can prepare effectively for future action when the future is uncertain and unpredictable. In so doing, this manual provides a conceptual framework for all Marines for planning in peace, in crisis, or in war. MCDP 5 establishes planning as an essential component of the broader field of command and control, and therefore should be read in conjunction with MCDP 6, "Command and Control."
 - **MCDP 6, "Command and Control,"** describes a theory and philosophy of command and control for the US Marine Corps. It describes how Marines can reach effective military decisions and implement effective military actions faster than an adversary in any conflict setting on any scale. MCDP 6 represents a firm commitment by the Marine Corps to a bold, even fundamental shift in the way the dynamic challenges of command and control in the information age are approached. It takes into account both the timeless features of war and the implications of the ongoing information explosion that is a consequence of modern technology. Since war is fundamentally a clash between independent, hostile wills, MCDP 6 accounts for animate enemies actively interfering with our plans and actions to further their own aims. MCDP 6 applies across the full range of military actions from humanitarian assistance on one extreme to general war on the other.
- In the words of the Commandant, "Doctrine must continue to evolve based on growing experience, advancements in theory, and the ever changing face of war itself." With the publication of the MCDPs, the doctrinal foundation for our remaining warfighting publications is built. As mentioned in the forward of each MCDP, Marines at all levels should consider it their responsibility to read and internalize the concepts presented in the contents of each of these top level doctrinal publications.
- Once published, MCDP 1, "Warfighting," and MCDP 1-3, "Tactics," will be automatically distributed to all Marine Corps Officers, Staff Noncommissioned Officers, and Noncommissioned Officers. The remaining seven MCDPs will be distributed to Staff Noncommissioned Officers and Officers. An electronic copy of each publication is immediately made available once it is signed by CMC. Copies can be obtained by accessing the Doctrine Division's Home Page at <http://138.156.107.3/docdiv> or <http://ismo-www1.mqg.usmc.mil/docdiv>.

AIR LAND SEA APPLICATION (ALSA) CENTER

By COL Bristol Williams, USA, Director

Fiscal Year (FY) 97 was a record year for ALSA. We produced seven multi-Service tactics, techniques, and procedures (MTTP) publications, and are on track to produce eight more during FY 98. Renovation of our facilities is complete so we can host joint working groups again at the ALSA Center on Langley AFB. The improved ALSA Home Page now is located at <http://www.dtic.mil/alsa>. It includes unclassified ALSA publications, executive summaries of developing projects, ALSA studies, and the Air Land Sea Bulletin. The following is a projects update:

- **Multi-Service Tactical Brevity Codes** (FM 90-38, MCRP 3-25B, NWP 6-02.1, AFJPAM 10-228) standardizes air-air, air-surface, and surface-air brevity codes and is now available for distribution. When singular definitions could not be reached, ALSA listed the differing Service interpretations. It serves as the United States' input to NATO publication APP-7A.
- **MTTP for Camouflage, Concealment, and Decoys (CCD) Employment in Command and Control Warfare** (FM 90-19, MCRP 3-36.4A, NWP 3-58.1.1TP, AFJPAM 10-223) is now available for distribution. It describes joint task force (JTF) and component CCD employment considerations focused on the relationship of CCD and operations security and military deception; reviews CCD organizations and resources; and discusses CCD methods, techniques, and resources that enhance or augment C2W operations.
- **Multi-Service Procedures for Joint Air Attack Team (JAAT) Operations** is in final draft and being prepared for command approval. It is a revision which updates the capabilities and responsibilities of JAAT members. It also contains night and laser operations information and standardized briefing guides.
- **Joint Air Traffic Control (JATC) Operations** resulted from ALSA's 21 Feb 97 JATC study (available on the ALSA Home Page). It will address ATC doctrine, forces, capabilities, and equipment; provide MTTP for initial, follow-on, and sustained JATC operations; and will outline methods of integrating JATC forces and equipment.
- **Multi-Service Procedures for the Joint Application of Firepower (J-Fire)** (FM 90-20/MCRP 3-16.8B/NWP 3-09.2/AFTTP(I) 3-2.6) is an update of the pocket-sized, quick-reference guide for requesting fire support and is now available for Service distribution. It contains calls for fire, a joint air strike request format, a close air support (CAS) 9-line pilots briefing, communications net structures, and weapons data along with NATO formats, where applicable.
- **The Joint Force Land Component Commander Study** is complete and available on our home page. ALSA develop a concept for JFLCC operations for TRADOC to specifically address: (1) factors to consider before exercising the JFLCC option, (2) functions the JFLCC headquarters must perform, and (3) options in establishing a JFLCC headquarters.
- **MTTP for EA-6B Employment in a Joint Environment (J-PROWLER)** (FM 90-39/MCRP3-22A/NWP3-01.4/AFTTP(I) 3-2.4), classified SECRET, is available for Service distribution. It provides planners, decision-makers, and operators with a reference for planning and executing EA-6B operations in support of joint suppression of enemy air defenses. Additionally, it discusses EA-6B platform capabilities, limitations, and employment philosophies.
- **JTF HQ Information Management** will provide the JTF Staff with an architecture to efficiently distribute, control, and protect JTF headquarters information; and provide techniques for filtering, fusing, and prioritizing information. We are preparing to staff the initial draft.
- **MTTP for Liaison to a JTF** will provide the Services with a single, consolidated reference outlining JTF liaison functions and responsibilities to include the normal responsibilities of gaining and sending commands. The second draft out for worldwide staffing.
- **MTTP for the Joint Surveillance Target Attack Radar System (Joint STARS)** (FM 90-37/MCRP2-2B/NWP 3-55.13/AFTTP(I) 3-2.2), classified SECRET, is available for Service distribution. It describes Joint STARS elements and missions including intelligence support, attack support, battle management, and special missions; outlines employment planning and mission tasking considerations; and describes communications and data systems interfaces.
- **MTTP for the Tactical Employment of Non-Lethal Weapons (N-LW)** discusses the N-LW

(Continued on next page)

missions; the threat N-LW are designed to counter; commercial/government off the shelf N-LW; vulnerabilities; interoperability; personnel, safety, and training requirements and methods; and operational employment. The second draft is out for review.

- **MTTP for Army and USMC Forces Conducting Night and Adverse Weather Operations** will revise environmental and planning factors related to all Army and Marine Corps night/adverse weather tactical air and ground operations, and update the descriptions and illustrations of their night equipment and systems capabilities. The second draft is out for comment.
- **Multi-Service Handbook for the Rapid Reprogramming of Target Sensing Systems (TSS)** focuses on Service organizations and procedures for TSS reprogramming in joint force C2W operations. TSS are those smart weapons, sensors, processors, and aircraft survivability equipment that rely on threat signatures for targeting, recognition, identification, warning, and/or countermeasure activation. It has been delivered to the Services for command approval.
- **Theater Air-Ground System (TAGS)** is a revision of the 1994 ALSA TAGS MTTP—a single-source document describing component air-ground systems and procedures. We are incorporating comments from the second draft and preparing a signature draft.
- **The Joint Targeting Process and Procedures for Targeting Time-Critical Targets** discusses procedures for coordinating, synchronizing, and deconflicting attacks against surface time-critical targets. It is available for Service distribution and ultimately will be incorporated into JP 3-60, "Doctrine for Joint Targeting."
- **The Visual Identification Training Study** is being conducted for the All Service Combat Identification Evaluation Team (ASCIET) Joint Test and Evaluation. It will address visual identification training problems observed during ASCIET evaluations; and describe techniques, procedures, and devices currently employed by each of the Services. The program statement has been submitted to the Joint Actions Steering Committee (JASC) members for approval. Initial research also has begun by conducting interviews at the Army Air Defense School at Ft. Bliss, TX and the Intelligence Center & School at Ft. Huachuca, AZ.

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 to name a few. Each project proposal brought to ALSA must be approved by our JASC. The JASC meets quarterly and consists of general officers from each Service. It takes a year to develop a MTTP.

Finally, ALSA is always seeking potential projects to fill voids in the operational procedures needed for our Services to work together effectively. We encourage any of the [A Common Perspective](#) readers to propose potential projects in areas where they feel there is genuine need for multi-Service tactics, techniques, and procedures.

JOINT SPECIAL OPERATIONS FORCES INSTITUTE (JSOFI) DOCTRINE DIRECTORATE

By LTC Pete Stuart, USA, 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 primary and coordinating review authority for joint doctrine and JTTP development, JSOFI continues to promote the integration of special operations (SO) into joint and Service doctrinal and training publications. In addition, JSOFI has begun some comprehensive training and education initiatives as discussed below:

The Joint Staff directed USSOCOM to develop a **joint special operations task force (JSOTF) master training guide (MTG) and supporting joint program of instruction (JPOI)**, which was passed to JSOFI for action. The JSOTF MTG is part of a series being developed to support USACOM's joint task force (JTF) MTG. The MTG and JPOI will serve as a JCS approved single-source reference document defining JSOTF training and operations tasks, conditions, and standards. The associated JPOI will serve as an individual and collective training vehicle.

- There is no course of instruction that prepares a potential JSOTF HQ commander or staff member and no certification process that indicates they or the unit is mission capable. We have developed a draft JSOTF MTG that addresses JSOTF HQ staff roles and functions to serve as a reference guide on the critical actions that should occur during each phase of a crisis. The tasks are linked to the Universal Joint Task List (UJTL) and common SOF Joint Mission Essential Tasks (JMETs), and contain conditions and standards. The final draft has been submitted to the Joint

Staff. Once approved, JSOFI will produce 5000 CD-ROM copies during the 1st quarter of FY98. We intend to include the theater Special Operations Command's (SOC) SOPs and the SOF Reference Manual, which is currently under development by JSOFI.

- The supporting JPOI will be developed in three phases to support individual, collective, and theater specific JSOTF staff training. The preferred method of instruction will be distributive interactive academics with a generic scenario exercise to work learning objectives. Level one is an interactive CD-ROM targeted at all potential JSOTF staff members, level two is an in-resident role-playing course targeted at potential JSOTF commanders and primary staff members, and level three is an MTT organized to train JSOTF staffs formed in preparation for a major joint exercise. Level three will include coaching/mentoring and a facilitated after-action review. Once completed, individual and unit certification will occur. The MTG and JPOI will be executed and sustained by USSOCOM.

Additionally, JSOFI is developing a **civil-military operations (CMO) and psychological operations (PSYOP) joint task force (JCMOTF and JPOTF, respectively) MTGs.**

When completed, all three MTGs with supporting JPOIs will enhance individual professionalism, permit individual and staff performance assessments, provide feedback using an after-action review process, and identify focus areas for future training events. The cumulative effect will be enhancement of SOF combat readiness and proficiency.

When USSOCOM established JSOFI, the Institute was directed to establish and monitor **SOF education.** JSOFI's initial study indicated an educational need in five broad areas: joint SOF, integration with conventional forces, multinational operations, interagency operations, and information operations. Those needs, further defined in learning areas and objectives, significantly exceed the scope of course offerings in SOF schools. We then began planning and production on a series of five CD-ROMs that will eventually migrate to the Internet to meet this need.

- The large student body (46,000 SOF personnel), high optempo, dispersed unit locations, and limited throughput of the resident schools prompted a SOF education solution called "**distance learning.**" This effort reflects the results of the recent 2025 study—future education must provide on-demand, off-site, in time, on-the-net, focused instruction that is demand-driven, continuously

available, and individualized. It will enable SOF personnel to access essential information when and where they need it and allow resident instruction to focus on more intense interactive and advanced instruction.

- Key development considerations include ensuring: (1) courses will be relevant and fit the SOF operational situation; (2) courses will be educationally effective, (3) that the effort will be synchronized with the in-residence schools, (4) that the system will be sustainable and maintainable, and (5) that the system will be developed in conjunction with an overarching management plan.
- JSOFI's "distance learning" solution envisions creating a series of interactive courses on CD-ROM over the next 24 months, eventually placing them on the Internet. "Distance learning" will provide SOF's educational foundation and preparation for advanced in-resident instruction.
- JSOFI published a "distance learning" concept in the Spring of 1997 and has contracted for technology expertise and SOF subject matter experts. The USSOCOM Service components have provided learning area and objectives input and will provide critical feedback on the initial CDs, as well as periodic material reviews.

The JSOFI Doctrine Directorate has four members: LTC Pete Stuart, CDR Bill Dempsey, Mr. Jim White, and YN1 Dave Hines. See page 19 for phone numbers and e-mail addresses.



JOINT PUBLICATION USER FEEDBACK

Each JP solicits user comments. Everyone has the opportunity to make recommendations to improve JPs. Comments received by the joint community will be included in the final publication 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.

JOINT DOCTRINE AWARENESS ACTION PLAN (JDAAP) UPDATE

By Mr. Bob Hubner, JWFC, Doctrine Support Group

The Chairman of the Joint Chiefs of Staff tasked the Joint Staff J-7 JDD 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 to accomplish the Chairman's tasking.

- **Joint Force Employment Briefing Modules.** Rooted directly in approved joint doctrine, the briefing modules consist of a complete script and corresponding graphics. Specific modules have been created on joint force employment, operational art, planning, joint air operations, special operations, logistics support operations, information operations, considerations before and during combat, intelligence support operations, and military operations other than war. These briefing modules provide an excellent source for either group presentation or individual study and are available on the Joint Electronic Library (JEL) CD-ROM.
 - **Joint Doctrine Calendar.** The 1996 calendar highlighted the capstone and keystone joint doctrine publications. The 1997 calendar featured the JDAAP and JV 2010. A 1998 calendar is planned for distribution in December 1997.
 - **Joint Force Employment Annex to the Joint Doctrine Primer.** This annex complements the Joint Force Employment Briefing and will be drawn directly from approved joint doctrine. The approved Joint Doctrine Primer with the Joint Force Employment Annex was sent to GPO for printing in September 1997 and is also available on the JEL CD-ROM.
 - **Joint Doctrine Encyclopedia.** This volume provides a convenient reference source for joint doctrine concepts and is intended to benefit users at all levels, including professional military education students, action officers, and planners. It consists of approximately 1000 terms, each cross-referenced to other related terms as well as the source joint publications. In addition, vignettes, graphics and photos enhance its
- **Joint Military Operations Historical Collection.** This publication is a selection of seven case histories of military actions, each illustrative of fundamental joint doctrine principles. It complements joint doctrine by highlighting the lessons that these historical operations have taught and by encouraging original thought and effective responses to future military challenges. It was sent to GPO for printing in September 1997 and is also available at the Joint Doctrine World Wide Web site.
 - **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.
 - **Joint Force Employment Multimedia CD-ROMs.** These interactive multimedia products focus on the concepts and principles of operational art and other aspects of joint force employment including a JTF commander's overview, considerations before and during combat, joint air operations, logistics support, intelligence, information operations, military operations other than war, and planning. Drawing reference materials directly from approved joint doctrine, the multimedia CD-ROMs ensure doctrinal accuracy and consistency without interpretation and will be designed to improve knowledge about joint doctrine among potential joint force and component commanders, and staff officers.
 - **Joint Force Employment Simulator.** This product 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 simulation 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 conducting operations against an aggressor force.



NEW INITIATIVES: THE JOINT DOCTRINE ELECTRONIC INFORMATION SYSTEM (JDEIS)

By Mr. Frank Moen, JWFC, Doctrine Support Group

At the October 1996 Joint Doctrine Working Party (JDWP), General Shalikashvili challenged the joint doctrine community to examine the way we present joint doctrine and ascertain whether it should be reorganized along lines that reflect the way we fight rather than the way staffs are organized. He added that we need to look for "value added," and a means to "advance the joint fight." The course of action selected proposes the development of an electronic joint doctrinal database that would resemble an electronic encyclopedia such as Microsoft's ENCARTA 97.

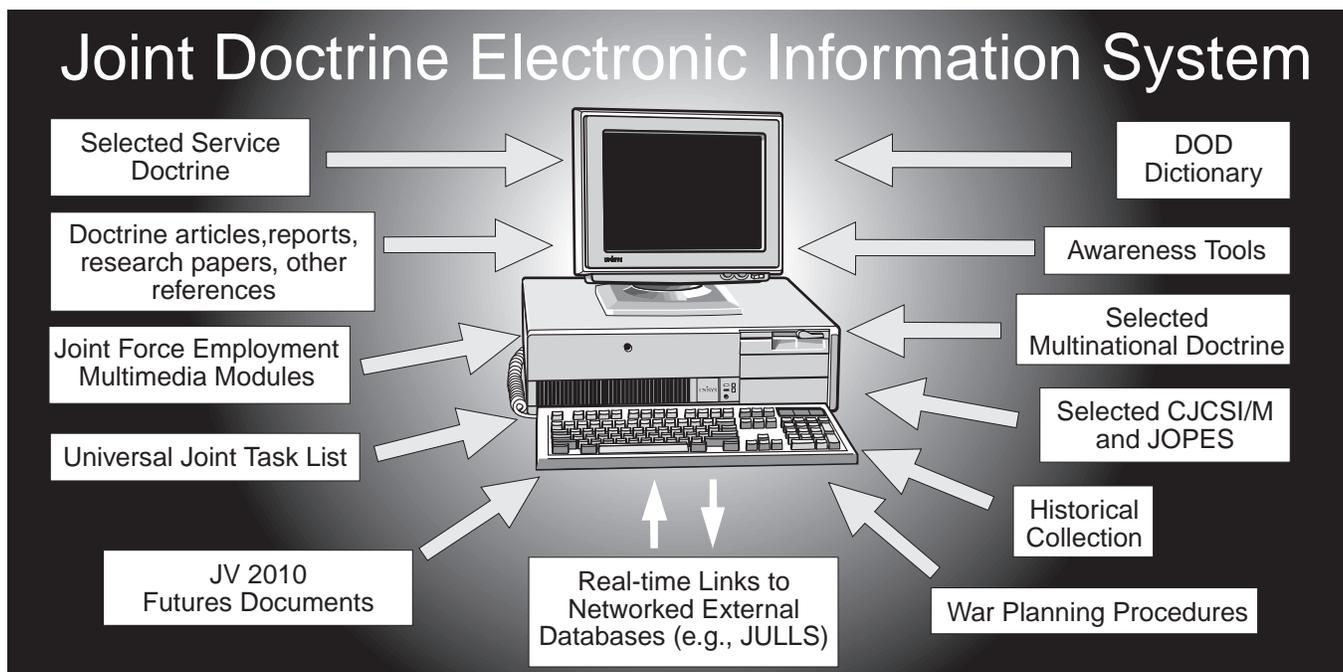
The JDEIS is intended to replace the current Joint Electronic Library with an organized multimedia interactive information system containing a vast amount of information (databases of joint doctrine, JTTP, and related doctrinal materials and references) rapidly accessible from the Internet and selected defense information networks. Initially, it will also be placed on CD-ROM media. The JDEIS is intended to be a joint doctrinal information and awareness tool to inform

members of all Services and other government agencies. It is envisioned that at the center will be the joint doctrine database and all other system materials will be linked to it. The JDEIS is intended to have attributes that will improve our ability to organize, locate, and reference joint doctrine with minimal impact on the Services and allied doctrine hierarchies. Its overall goal is to provide the members of the joint community rapid, ready access to doctrinal information required for the myriad of tasks they face.

JDEIS Projected Contents

- Joint doctrine
- Future concepts for joint operations
- Selected Service doctrine
- Selected CJCSI/M
- Selected historical information
- Joint doctrine briefing modules
- Current articles related to joint doctrine
- Selected training and education material and modules.
- Selected handbooks
- Access to JULLS and other related systems.
- Selected multinational doctrine.

At the April 1997 JDWP, the members unanimously agreed to retain the present hierarchy and present the course of action to develop a JDEIS for consideration and approval. Concurrent with the development of a JDEIS would be minor changes to the current joint doctrine system. Future



joint concepts would be added as they are developed. Additionally, a new level of publications would be established to permit development of test joint procedures.

In August, the Chairman of the Joint Chiefs of Staff approved the development of a JDEIS. In the next several months, in conjunction with the combatant commands and the Services, the Joint Staff shall begin the transition to "the next step." The JDEIS process will take time and will begin with a front-end analysis. This analysis will provide recommendations to the Joint Staff J-7 that will include the scope of the project, a refined statement of contents and capabilities, a recommended architecture, appropriate software, and milestones for completion. The second step will be to establish the database, develop a prototype, and distribute it on CD-ROM for evaluation. The third step will be to continue to refine the database and develop the on-line system. Once developed, the system will then be modified and maintained to provide worldwide support.

The JDEIS will contain a variety of material including text, photos, graphics, illustrations, maps, videos, animation, and sound. All will be hyperlinked to create a unique interactive and accessible system with a variety of search and browse techniques to ensure quick location of desired information.

JDEIS Projected Capabilities

- Rapid search and retrieval using multiple search routines.
- Full or partial database search based on user needs.
- The current joint terminology database linked to the doctrine database.
- Links to access related subjects, the UJTL, media gallery, related doctrine, terminology, related briefing modules, and to training and education materials.
- The ability to be accessed by other systems requiring a link to joint doctrine.
- The ability to expedite changes and reduce redundancy.

In summary, the JDEIS is intended to provide the joint community user ready, rapid access to all available and related joint doctrine information. It will be dynamic and interactive system that is accessible worldwide. Now that the JDEIS concept has been approved by Chairman of the Joint Chiefs of Staff, the process to develop it has begun. Its development will involve inputs from the combatant commands, the Services, and the Joint Staff.



PEACE OPERATIONS INITIATIVE UPDATE

*By Maj Pete Vercruysse, USMC, JWFC,
Doctrine Division*

In the past several issues of A Common Perspective, we have provided information on the JWFC's continued effort to refine its comprehensive approach toward peace operations policy, doctrine, and lessons learned through efforts to revise the "Joint Task Force Commander's Handbook for Peace Operations." It is our pleasure to announce that the handbook has been promulgated, and worldwide distribution of over 3500 copies began in August 1997. We have created a "combined set" by inserting the recently revised Peace Operations CD-ROM (Version 3) in the back cover. The CD-ROM contains 1487 documents relevant to peace operations. Though consistent with joint and Service doctrine, the handbook is not a doctrinal publication. JP 3-07.3, "JTTP for Peacekeeping Operations," currently under revision, is the pertinent doctrinal reference.

This edition of the handbook is based on inputs from observations at joint and multinational military exercises, recent peace operations, interviews with former joint task force members and other interested parties, and information provided in current joint doctrine. We have added sections on joint military commissions, migrant camp operations, and contracting. Additionally, we have updated the section on United Nations logistics and highlighted the responsibilities of the United Nations Department of Peace-Keeping.

To remain current with developing concepts and procedures for conducting peace operations, the JWFC encourages comments and solicits information to increase our knowledge base, which will serve to improve both the handbook and CD-ROM in the future. The JWFC's POCs for peace operations are Maj Pete Vercruysse 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 Electronic Library Update

The JEL on CD-ROM was reformatted to emulate the CJCS Joint Doctrine WWW site and issued in May 1997. It contains approved JPs, current joint terminology, Service doctrine publications, journals, futures publications, and the Joint Force Employment Briefing Modules described on page 30. Documents can be viewed in their published, hard-copy form and printed using the Acrobat reader software available for installation from the disc. Full-text search techniques can be applied and text/graphics selected, copied, and pasted to a word processing file.

TERMINOLOGY

By Mr. Tom Barrows, JWFC, Doctrine Support Group

"Men ever had, and ever will have, leave to coin new words well suited to the age. Words are like leaves, some wither ev'ry year, and ev'ry year a younger race succeeds."

Ars Poetica

translated by the Earl of Roscommon, 1860

As evidenced by the opening quote, coining new words is not a recent phenomenon. In keeping with this issue's theme (the linkage between joint doctrine and training), we need to exert a more concerted effort to align our terminology in the higher-level publications and documents concerning joint training policy and guidance. Several recent joint training manuals (normally CJCSI/Ms) have been promulgated, and some contain terms whose definitions are at odds with approved terminology contained in JP 1-02, "DOD Dictionary of Military and Associated Terms." Although the "hard copy" of JP 1-02 is dated 23 March 1994, all subsequent approved changes to joint terminology are posted on the Chairman's Joint Doctrine Home Page at www.dtic.mil/doctrine. Most of these approved changes also are included on the recently distributed JEL CD-ROM. Bottom Line: Approved terminology is readily accessible to the military professional who desires to produce accurate, consistent, and focused guidance.

Terminology changes have an impact on day-to-day operations and the development of joint doctrine. For example, a seemingly innocuous change to the definition of information warfare (IW) is an issue in the development of JP 3-13, "Joint Doctrine for Information Operations." In this case, approved joint doctrine and the definition for command and control warfare (C2W) indicate "C2W is a subset of IW." The recent DOD-directed change to IW that stipulates IW may only be conducted in times of crisis or conflict has ramifications to the peacetime C2W activities of forward-deployed forces and joint doctrine development. We will resolve this new "terminology issue," but a great deal of time and effort will be expended, which probably could be put to better use on other issues.

Remember our long-term goal is to incorporate mutually agreed upon terminology in all our joint and Service documents and manuals, to include training manuals and operation plans and orders. We draw ever closer to that goal, and we have more "tools" and electronic assistance becoming available daily. Together, let's continue to push toward our common objective—total terminology consistency. Stay on line and charge!!!!



JWFC DISTRIBUTION OF JOINT PUBLICATIONS

The JWFC maintains a small inventory of JPs. As of 1 September 1997, the JWFC inventory included over 14,000 copies of 37 different color JPs plus approximately 600 black and white copies of 25 older approved JPs. Although the current color inventory represents less than half of the approved JPs, it is a good beginning at being responsive to the needs of field. The purpose of this small JWFC inventory and the inventories maintained by the Services is to be able to field JPs on short notice to those joint commands who require and request them. It took nearly two years to place these 37 color publications in our inventory and will take another two years to fill in some of the vacant shelf space with new and/or revised color JPs.

To keep the inventory "not too big" and "not too small," the JWFC works closely with the Joint Staff J-7 JDD to track the approval process and make orderly distribution. The printed copies will always lag the electronic versions, which now can be found in two locations: (1) the Joint Electronic Library (JEL) on CD-ROM and (2) the JEL on the World Wide Web at <http://www.dtic.mil/doctrine>. The JEL on CD-ROM comes out approximately twice a year and contains all approved JPs as well as training modules and selected papers and Service publications.

JWFC "Dial-a-Pub" POCs

- CDR Dave Bentz, USN, Doctrine Division, DSN 680-6449, Comm (757)726-6449, FAX -6552 or e-mail bentzd@jwfc.js.mil.
- Mr. Gary C. Wasson, Doctrine Support Group, DSN 680-6522, Comm (757)726-6522, FAX -6552, or e-mail wassong@jwfc.js.mil.
- Mr. Dennis Fitzgerald, Doctrine Support Group, DSN 680-6113, Comm (757)726-6113, FAX-6552, or e-mail fitzgera@jwfc.js.mil.

If contacting the JWFC, please provide the following information via fax, letter, or e-mail (preferred):

**Requester's name, rank, Service
Phone numbers (DSN, Comm, FAX)
e-mail address
Full US post office mailing address
Pub number(s) and quantities**

JOINT PUBLICATIONS DISTRIBUTION

PART 1: PUSH

- At least one month prior to the distribution list due date for a new or revised JP, a genser message is sent by the Joint Warfighting Center (JWFC) to Services and combatant command POCs. It provides the JP distribution status report and additional distribution requirements. A copy of the most recent message listing requirements can be found at: <http://www.jwfc.js.mil/PAGES/jwfc1006.htm>.
- The Services, combatant commands, and the Joint Staff then gather user addresses and JP quantities, and provide distribution lists to the JWFC.
- The JWFC consolidates all lists and provides label mailing information to the J-7/JDD for fiscal accounting and final release to the printer.
- The printer mails the JPs. Publications are only mailed to the addresses consolidated by the JWFC.
- To get a label, identify your requirements to one of the 15 primary POCs: (1) Joint Staff (JWFC/DD), (2) USACOM, (3) USSOUTHCOM, (4) USEUCOM, (5) USPACOM, (6) USSPACECOM, (7) USSTRATCOM, (8) USCENTCOM, (9) USSOCOM (JSOFI), (10) USTRANSCOM, (11) US Navy (NAVDOCCOM), (12) US Army (DAMO-SSP), (13) US Air Force (AFDC), (14) US Marine Corps (MCCDC), and (15) US Coast Guard (HQ).

PART 2: PULL

- If you don't have the JP you need or not enough copies, contact the military Service publication center assigned administrative support responsibility or look in the appendix section of the joint pub for the following addresses:

US Army AG Publication Center SL
ATTN: Joint Publications
1655 Woodson Rd.
St. Louis, MO 63114-6181

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

CO, Navy Aviation Supply Office
Distribution Division (Code 03443)
5801 Tabor Avenue
Philadelphia, PA 1920-5000

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

Marine Corps Logistics Base
Albany, GA 31704-5000

- If the Service publication center is unable to provide a JP, contact the Service or combatant command distribution POC for further information. These POCs are identified on pages 18 and 19 with a  symbol next to their name.
- If neither the Service publication center nor the distribution POC can help, the JWFC maintains a small stockage which is intended to be responsive to emergent requirements and may assist with this problem. "Dial-a-pub" POCs are listed on page 33.
- Contractor requests for JPs, including the JEL CD-ROM, only will be honored if submitted through their DOD sponsor.
- Private individuals will be referred to the Government Printing Office (GPO) order and inquiry service: (202) 512-1800 which has a list of publications for sale. Not all joint pubs are printed by GPO, but they do stock the Joint Electronic Library (JEL) CD-ROM at a cost of approximately \$14.00.

JEL

- The JEL CD-ROM is distributed like any JP as described above.
- JEL on the World Wide Web can be found at "<http://www.dtic.mil/doctrine>" using your browser. It is updated routinely and contains all approved JPs which may be electronically downloaded (pdf format) for local distribution or read with Acrobat Reader (also available for download).

SUBSCRIBER REQUEST FORM

ATTENTION LINE: _____

GROUP/DEPT./DIVISION NAME : _____

COMMAND: _____

DELIVERY ADDRESS: _____

CITY, STATE: _____

ZIP CODE (+ FOUR): _____

POC: _____ PHONE #/E-MAIL: _____

INVOLVED IN JOINT DOCTRINE: _____ NO. COPIES DESIRED: _____

HOW DID YOU GET THIS NEWSLETTER? _____ **FOLD UP HERE**

WHICH ARTICLE(S) DID YOU FIND MOST USEFUL? _____

WHICH ARTICLE(S) DID YOU FIND LEAST USEFUL? _____

WHAT WOULD YOU LIKE TO SEE IN FUTURE EDITIONS? _____

OTHER COMMENTS: _____

FAX TO: DSN 680-6552 OR COMM 757-726-6552 **FOLD BACK HERE**

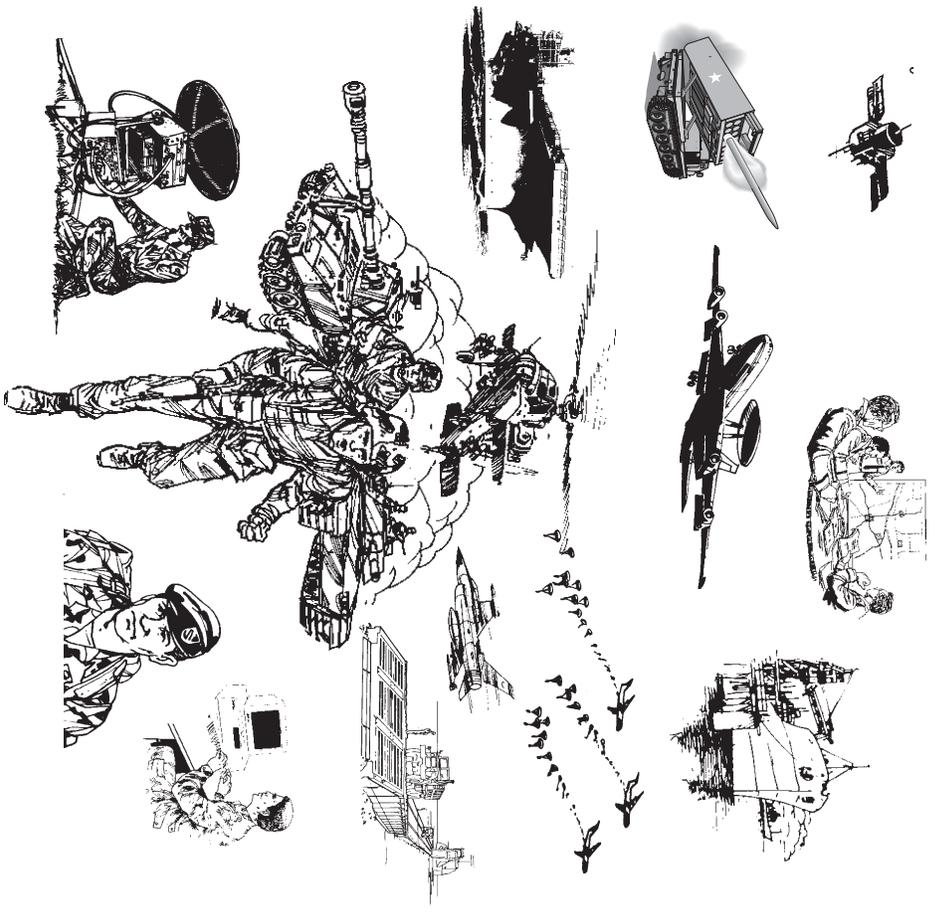
OFFICIAL BUSINESS

ATTN: A COMMON PERSPECTIVE
JOINT WARFIGHTING CENTER
FENWICK ROAD BUILDING 96
FORT MONROE VA 23651-5000

cut along line
OCTOBER 97

A COMMON PERSPECTIVE
JOINT WARFIGHTING CENTER
FENWICK ROAD BUILDING 96
FORT MONROE VA 23651-5000
JWFC-15

OFFICIAL BUSINESS



FIRST-CLASS MAIL
U.S. POSTAGE
PAID
Hampton, VA
Permit No. 450

TAPE HERE