

Doctrines

MULTINATIONAL OPERATIONS

Joint Publication 3-16, *Joint Doctrine for Multinational Operations*, recounts the characteristics and complexities of multinational operations. This volume has been under development for some years and was the subject of an article entitled "Making the Case for Multinational Military Doctrine" by Jay M. Vittori which appeared in *Joint Force Quarterly* (Spring 1998). Even though most of the principles and processes described in this publication can be applied to unilateral military operations, it is focused on larger multinational issues. Overcoming differences on viewpoints and capabilities requires the attention of force commanders, their staffs, and associated personnel.

The first chapter points out that multinational operations rest on a difficult political foundation: achieving and maintaining sufficient cohesion between two or more nations to integrate their forces to achieve a common objective. Whether an operation involves existing agreements in an alliance or temporary arrangements in a coalition, each requires significant efforts to overcome the challenges presented by multinational planning and execution. Decisions to visit unity of effort and effective control on multinational operations affect political unity. Obstacles in direction, coordination, and support increase with differences in doctrine, capabilities, language, and culture and should be met with deftness to build trust among nations, leaders, and institutions through personal contact and liaison efforts. This volume also reveals that there is no simple solution. Each operation is unique because of converging interests, capabilities, and the degree of familiarity of the participants.

The next chapter discusses command and control over forces under more than one national chain of command. The three basic options for command are: integration under a lead nation, in parallel with some form of coordination cell, or a combination of both. Only the lead nation option ensures unity of effort, while a parallel structure or combination requires at least two multinational force commanders. This chapter reviews considerations for selecting the most appropriate option.

The third chapter evaluates planning and execution of multinational operations. Processes such as mission analysis and decisionmaking involved in combining the interests and objectives of two or more national militaries as well as their respective governments. Planning and execution steps require conscious efforts to increase respect, rapport, knowledge, and communication at every step.

The final chapter examines operational concerns in various environments—land, maritime, air, and space—as well as information operations, search and rescue, et al.

A series of appendixes contains a listing of questions on multinational planning, descriptions of multinational operations involving significant American participation, and a compilation of major references. A three-page glossary of abbreviations and acronyms is followed by a six-page listing of terms and definitions. **JFQ**

ALLIED PUBLICATIONS

NATO recently ratified several doctrinal publications: AJP-01(A), *Allied Joint Doctrine*; AJP-4, *Allied Joint Logistics*; AJP-3.3, *Allied Joint Aerospace Operations*; AJP-4.10, *Allied Joint Medical Support Doctrine*; AJP-3.6, *Electronic Warfare*; and AJP-4.6, *Multinational Joint Logistics Center*. Other pubs under development include AJP-2.2, *Counterintelligence and Security*; AJP-2.5, *Handling Captured Personnel, Equipment, and Documents*; AJP-3, *Allied Joint Operations*; AJP-3.4.1, *Peace Support Operations*; and AJP-4.5, *Host Nation Support*. **JFQ**

GROUND FORCE COMMANDER

The Army and Marine Corps are developing a *Joint Force Land Component Commander (JFLCC) Handbook* that focuses on multiservice tactics, techniques, and procedures. The final coordination draft has been released for review. Approval and distribution is programmed for November 2000. In addition, at the Joint Doctrine Working Party meeting held in April 2000, the Army proposed developing a joint pub on JFLCC operations. The proposal was approved and designated Joint Pub 3-31, *Command and Control for Joint Land Force Operations*. **JFQ**

MULTISERVICE SOLUTIONS

The mission of the Air Land Sea Application (ALSA) Center is developing publications and studies on multiservice tactics, techniques, and procedures which facilitate joint information exchange and operational solutions for warfighters. Anyone can recommend a project. Once a void in existing multiservice procedures is identified, the subject is forwarded to a joint actions steering committee representing the doctrinal commands and comprised of general/flag officers from all services who decide whether to pursue a project. Once a program is approved, the services are asked to provide subject matter experts to meet at ALSA, where action officers act as facilitators with service experts to develop multiservice solutions. Approved solutions are often produced within a year.

Current projects include Army-Marine Corps integration, aviation in urban terrain, bomber-maritime operations, brevity codes, explosive ordnance disposal, combat airspace command and control, air and missile defense coordination, risk management, suppression of enemy air defense, defense of fixed sites, theater missile intelligence preparation of the battlefield, and an introduction to the tactical digital information link.

Further information on ALSA can be found at <http://www.dtic.mil/alsa>. **JFQ**

Education

PHASE I PJE

During academic year 1999–2000, the Naval Postgraduate School (NPS) and Naval War College developed a tailored program leading to a diploma from the College of Naval Command and Staff, including phase I certification under the Program for Joint Education (PJE). The relevant courses are offered by faculty members of the Naval War College who are permanently assigned to NPS. A three-course sequence meets the requirements of professional military education as established by the Chief of Naval Operations and approved through accreditation of the College of Continuing Education at the Naval War College. Moreover, the program covers all mandatory learning areas outlined in the CJCS officer professional military education policy.

The program presents courses in strategy and policy, national security decisionmaking, and joint maritime operations. In September 1999 the strategy and policy curriculum replaced maritime strategy courses. The joint maritime operations and national security decisionmaking courses can replace or supplement other offerings and be taken voluntarily. Phase I credit can only be earned by completing a three-course sequence: strategy and policy, national security decisionmaking, and joint maritime operations. To provide maximum flexibility, the NPS program offers daytime and evening classes or mentored independent study. All versions of the courses are academically rigorous.

The program enables students to earn a degree from NPS, a diploma awarded by the Naval War College, and credit for phase I PJE. Students who cannot complete all diploma requirements at NPS can enroll in the remaining courses by seminar or correspondence through the College of Continuing Education at a subsequent duty station. Additional information is available in the Naval Postgraduate School catalog at <http://www.nps.navy.mil>.

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JFQ ESSAY CONTEST

The two winners of the 1999–2000 *Joint Force Quarterly* Essay Contest on Military Innovation are LTC Antulio J. Echevarria II, USA, who took first prize with an entry focusing on a strategic and operational concept to integrate imperatives described in *JV 2020*, and LTJG Shannon L. Callahan, USN, who won both the second and junior officer prizes with an essay on military applications of nanotechnology to future warfare and strategic competition.

The number of essays submitted in 1999–2000 was more than double those in the previous contest. Moreover, 52 percent of the essays were entered by military officers in the rank of major or lieutenant commander or below. Of the contestants, 26 percent were Army, 10 percent Navy, 8 percent Marine Corps, and 35 percent Air Force. The balance of the entrants were civilians. Of the military entrants 8 percent were members of the Reserve components.

The winning entries and other selected essays from the contest will be published in issue 26 (Autumn 2000) of the journal.

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New from NDU Press

Essays 2000

Presenting the winners of the 19th annual essay competition:

Charles K. Hyde

“Casualty Aversion: Implications for Policymakers and Senior Military Officers”

William J. Bayles

“Moral and Ethical Considerations for Computer Network Attack as a Means of National Power in Time of War”

John G. Fox

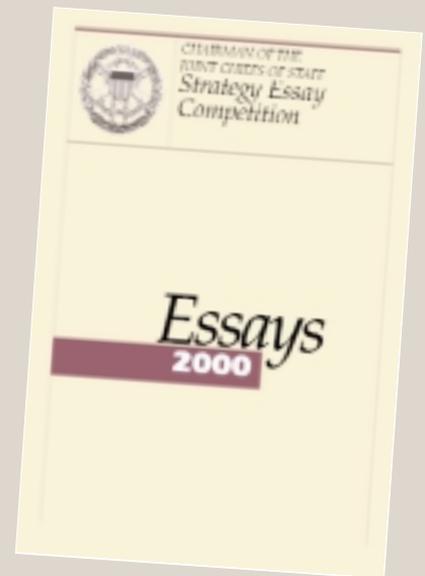
“Approaching Humanitarian Intervention Strategically: The Case of Somalia”

Douglas B. Rider

“Establishing a Commercial Reserve Imagery Fleet: Obtaining Surge Imagery Capacity from Commercial Remote Sensing Satellite Systems during Crisis”

John F. Kirby

“Helping Shape Today’s Battlefield: Public Affairs as an Operational Function”



GPO on-line: access.gpo.gov/su_docs/sale.html