

Organization

STANDING TO

As a result of the Quadrennial Defense Review (2001), U.S. Joint Forces Command (JFCOM) has been tasked to examine the structure and requirements for a standing joint task force (JTF) headquarters. Such headquarters are traditionally formed only when missions require the deployment of a joint task force. It is thought that a standing headquarters would offer a unique advantage. Having been activated before a crisis, it will have already completed the necessary steps any organization goes through when it first stands up. Initial experiments are utilizing a 55-person core group for the headquarters.

Standing JTF headquarters would probably be assigned to commanders in chief (CINCs) and be integrated into all aspects of their commands. In a full-blown regional conflict unified command staffs would fall in on this core element to form the joint headquarters. But the 55-person cell could be employed in other ways, with CINCs designating subordinate JTF commanders to run headquarters in response to a range of theater contingencies.

JFCOM already has a prototype organization in the form of an experimental standing joint command and control element. Experiment Millennium Challenge, set for July and August 2002, is the next major test of the concept. It will serve as the core control element and XVIII Airborne Corps will be the JTF headquarters. JFCOM will make recommendations on standing joint force headquarters following the experiment. JFQ

Doctrine

WIDER PERSPECTIVE

The revised Joint Pub 3-57, *Joint Doctrine for Civil-Military Operations*, provides an excellent overview of current and evolving doctrine on civil affairs and other specialized assets

which contribute to civil-military operations. The pub further defines the broad scope of activities, missions, and capabilities associated with joint, multinational, and interagency civil-military operations.

The latest version broadens the focus from purely joint civil affairs to a more encompassing doctrine linking military power with other instruments, a shift from earlier treatments where civil-military operation was considered a subset of civil affairs.

The purpose of Joint Pub 3-57 is to provide the doctrinal basis and guidance for the exercise of authority by CINCs and joint force commanders (JFCs) and prescribes guidelines for joint operations and training. To this end, it provides a clear linkage among several key defense, joint, and service doctrinal documents: DOD Directive 2000.13, *Civil Affairs*, Joint Pub 3-57.1, *Joint Doctrine for Civil Affairs* (currently in rewrite), and Field Manual 41-10-1, *Civil Affairs Operations*.

A significant improvement over past versions is the harmonization of civil-military doctrinal terms. Misunderstanding of these terms and definitions has proven a paramount stumbling block to military and civilian operational planning on all levels. The result has been suboptimal joint integrated planning and failure to achieve coordinated annexes and plans.

With this publication, the joint community now better understands the delineations between *civil affairs* (designated component forces and units organized, trained, and equipped specifically to conduct civil affairs activities and to support civil-military operations), *civil affairs activities* (actions performed or supported by civil affairs), and *civil-military operations* (the activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve the operational objectives).

Although the publication clarifies joint terms, there is more to be done in multinational civil-military interoperability. Many NATO members, such as Canada and the United Kingdom, currently use the concept of civil-military cooperation (CIMIC). Joint Pub 3-57 allots several pages to current NATO doctrine in this area; however, the Alliance is rewriting its civil-military cooperation manual and it appears that the United Nations will soon adopt the package largely intact. Thus a priority for the next version of Joint Pub 3-57 is an update on NATO/U.N. CIMIC doctrinal changes.

The pub also stresses the interagency flavor of all civil-military operations. Of special note is chapter 7, "Interagency Coordination." Its key point is that interagency coordination is a top priority. Only by understanding the interagency process can joint force commanders better appreciate how the skills and resources of the various agencies interact with nongovernmental organizations, international organizations, and regional groups—and better understand their own roles. The integration of political, economic, civil, and military objectives and the subsequent translation of these objectives into demonstrable action have always been essential to success.

Finally, Joint Pub 3-57 provides excellent information on organization and command relationships, basic and specialized planning guidance, and functional areas of civil-military operations. For the first time in years, the joint community now has a well-coordinated doctrinal publication that reflects the true consensus of current thought on contemporary civil-military operations. JFQ

Education

JPME ACCREDITATION

The American Council on Education has recommended granting graduate credit for attendance at the Joint Forces Staff College (JFSC). The Joint and Combined Staff Officer School can award 15 graduate credit hours to all students who have completed the program since January 1999. The credit breakout is three hours in international

relations, three in organizational planning, three in operations analysis and management, two in crisis mitigation, three in computer assisted simulation, logistics planning, and management, and one in regional planning. The reference for accreditation is <http://www.militaryguides.acenet.edu/ShowACECourses.cfm?aceid=DD-0326-0002>

The Joint and Combined Warfighting School can award 16 graduate credit hours to students who have attended since November 2000: three hours in organizational planning, three in operations analysis and management, three in computer assisted simulation logistics planning and management, three in national security studies, two in emergency management response, and two in directed research. See <http://www.militaryguides.acenet.edu/ShowACECourses.cfm?aceid=DD-0326-0003>.

JFSC graduates wishing to apply credits to a graduate program at any institution offering these or similar courses should consult their admissions representatives or academic advisers.

In addition, JFSC has completed an agreement with Old Dominion University, as part of an endeavor with the Virginia Tidewater Consortium, which will grant graduate level credit in two master's degree programs. Students can earn three graduate credits in history or international studies based strictly on attendance at JFSC. They can also earn an additional three credits based on their selection of particular elective courses while taking phase II of the program of joint professional military education. **JFQ**

History

COLD WAR REVISITED

The U.S. Army Center of Military History is soliciting papers for the biennial Conference of Army Historians to be held on August 6–7, 2002 in Washington. This conference has traditionally featured presentations on joint and combined military history as well

as papers presented by civilian historians from government and academe. The center invites papers on the theme of "The Cold War Army, 1947–1989." They may deal with any aspect of the subject, to include the different perspectives of NATO and Warsaw Pact countries, the Vietnam War, perspectives of Pacific nations, and issues of domestic concern.

Should the center decide to publish the conference papers, presenters will have an opportunity to submit formal versions of their papers for consideration.

Prospective participants should contact the U.S. Army Center of Military History, ATTN: DAMH-FPF, 103 Third Avenue, Fort Lesley J. McNair, Washington, D.C. 20319-5058, or call (202) 685-2727/DSN 325-2727. E-mail submissions can be sent to robert.rush@hqda.army.mil. Further details on the conference can be found at <http://www.army.mil/cmh-pg>. **JFQ**

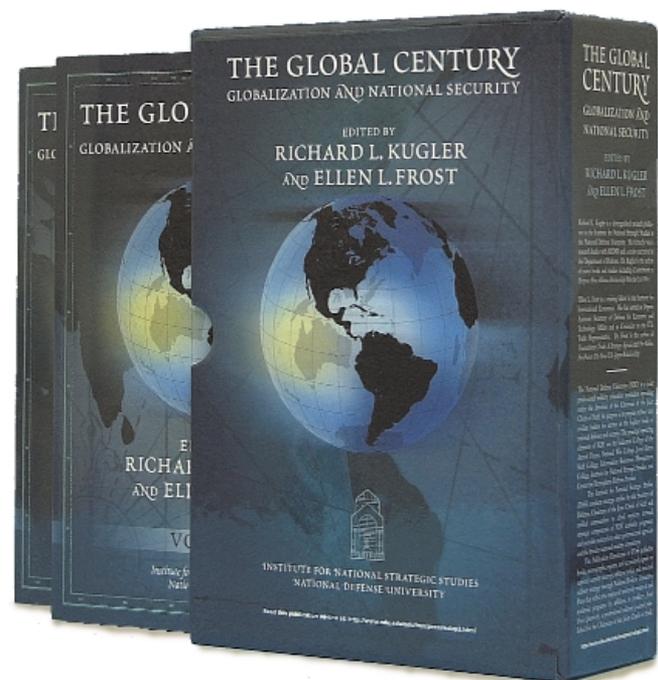
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