

## Lessons Learned

### JTF-SWA

Led by the Evaluation and Analysis Division (J-7), Joint Staff, a team of subject matter experts visited Joint Task Force Southwest Asia (JTF-SWA) in May 1995. This operation reflects CENTCOM preparation and support of forces executing assigned missions. The visit focused on air operations with emphasis on planning, coordination, and conduct of theater-wide operations, command relations, targeting selection, air tasking order development and distribution, and joint doctrine integration.

The team observed operations and conducted interviews at the headquarters of U.S. Central Command; JTF-SWA in Riyadh; U.S. Naval Forces Component Central Command in Bahrain; 4404<sup>th</sup> Composite Wing (Provisional) in Dhahran; Al Jaber Air Base in Kuwait; and British Forces and French Air Forces in Saudi Arabia.

JTF-SWA is carrying out an operationally and politically demanding mission of enforcing the no-fly zone. The JFC and his staff have provided leadership and guidance that has resulted in a strong mission focus in an operation with a high operational tempo and personnel turnover (the JTF tour of duty is 90 days). In addition, some specialty organizations (such as combat search and rescue and Patriot units) are feeling the strain of high world-wide personnel tempo. For continuity the JFC billet will transition to a one-year assignment. The overall demands on resources are being overcome by quality people who optimize limited assets.

*Joint/Combined Air Operations.* Joint and combined air operations reflect strong published guidance and daily oversight of operations to ensure a consistent focus on the mission. JTF-SWA does not have a separate JFACC since the operation's size and nature allow the JFC to accomplish the functions including targeting, which is fairly static. JTF-SWA develops ATOs using doctrinal divisions of combat plans to produce the order, combat operations to effect ATO execution, and intelligence to support the plans and operations divisions. Effective liaison is key to the process by ensuring that U.S. Navy, French, and British representation is included in ATO development.

JTF-SWA efficiently develops and distributes the ATO. Using the latest version (5.11) of the contingency theater automated planning system (CTAPS), the JTF is able to distribute the ATO three to four hours before the deadline. Transmission time is excellent, with a goal of 90 seconds. Planners augment the order with locally produced PowerPoint flow diagrams. (As in Deny Flight, planners and operators prefer a flow diagram, which is not available in CTAPS.) The diagrams are E-mailed via CTAPS to units. The Navy CTAPS connectivity is good, enhanced by a JTF liaison team that meets each arriving aircraft carrier to brief JTF procedures. Additionally, a carrier liaison officer works in the ATO shop during the carrier battle group presence. The French and British are well integrated into ATO development, but their forces rely on the collocated American units to provide paper copies of daily ATOs.

ATOs run for 24 hours, but flight operations only occur during a portion of each day. The order is effective at a specified point prior to the first takeoff and, depending on takeoff time, may begin at different hours of the day. This affords a single ATO for an entire day instead of dividing the day between two ATOs at 0600. All missions affecting JTF-SWA are on the ATO. Although JTF-SWA CTAPS is the best that has been observed, many non-CENTAF personnel arrive with little or no CTAPS training. A local program is effectively training new operators, but the 90-day tour significantly impacts on developing an experienced planning staff.

*Command and Control.* While theater command arrangements do not coincide exactly with joint doctrine, the relationship works. JTF-SWA is essentially a JTF staff in that it has no service or functional components. A complicating factor is that the JFC only has tactical control of forces made available by CENTCOM component commanders. This does not provide operational control of the forces that the JFC employs and does not facilitate unity of command at JTF level. Although this situation is not optimal, the JTF is making it work and accomplishing the mission.

The ROE program is excellent. JTF-SWA ensures that these rules are briefed to all aircrew members before they fly. Both the weekly JTF-wide scenario exercises incorporated in aircrew training and a JTF developed training matrix are superb. In addition, carrier aircrews are briefed and participate in scenario exercises as they arrive in the AOR.

*Joint Publications.* The availability of joint publications in theater is increasing but remains a problem worldwide. J-7 is working on this shortcoming and distributing joint pubs to all JTFs. While CD-ROMs are the preferred medium, many units do not have the equipment to utilize them in the field and paper copies are thus required. Access to joint pubs and a widespread familiarity with joint doctrine will continue to improve interoperability.

This visit to JTF-SWA highlighted a real-world operation, and the resulting lessons learned form a basis for enhancing future operations. These assessments provide planners with a first hand view of capabilities and potential problems. **JFQ**

## Exercises

### FUERZAS UNIDAS '95

A combined joint task force was formed for Fuerzas Unidas-Peacekeeping Operations '95, a command post and field training exercise that was conducted from August 21 to September 1 in Buenos Aires. Hosted by the Argentinean army, the exercise was held under the sponsorship of U.S. Southern Command with more than 250 participants, including both military and civilian personnel from Argentina, Brazil, Paraguay, Uruguay, and the United States.

Of the players, over 80 percent of the Argentines, Brazilians, Uruguayans, and Americans had previously served in at least one peace operation. The exercise drew 50 representatives from 17 countries and the United Nations as well as observers from the National Security Council Staff, Office of the Secretary of Defense, Joint Warfighting Center, National Defense University, et al.

The Argentinean army war college provided the venue for a series of planning conferences and a computer simulation, which was driven by a master events scenario list and which used both the joint conflict model and the civil affairs model. Participants also toured the newly established Argentinean Joint Peacekeeping Training Center (CAECOPAZ) located at Campo de Mayo outside Buenos Aires.

Overall, the exercise offered opportunities to enhance military-to-military relations, foster regional security cooperation, and demonstrate roles and missions of armed forces in peace operations. A follow-on exercise is planned for August 1996 in Montevideo, Uruguay. **JFQ**

## Education

### NEW AFSC COURSES

The Joint Command, Control, and Electronic Warfare School (JCEWS), an element of the Armed Forces Staff College, has redesigned its resident courses into two new offerings to meet the needs of 420 students annually. The school has merged the Joint Electronic Warfare Staff Officer Course (JEWSOC) and the Joint Command and Control Warfare Staff Officer Course (JC<sup>2</sup>WSOC) to emphasize the emerging importance of C<sup>2</sup>W while retaining the important EW portions of C<sup>2</sup>W. The new two-week course is known as the Joint C<sup>2</sup>W Staff and Operations Course (JC<sup>2</sup>WSOC), and the first class is scheduled for January 1996. The course is focused on the doctrine, concepts, and procedures that joint, combined, and service C<sup>2</sup>W officers need to perform their duties. The curriculum will consist of three parts: a foundations block on doctrine and basic concepts; a block on C<sup>2</sup>W elements and service C<sup>2</sup>W capabilities; and an applications block on information warfare, ship and aircraft tours, and a practical exercise. Sponsored by the Director for Operations (J-3), Joint Staff, the course will be taught seven times each year on the TS/SCI/TK level for military personnel in grades E-7 through O-6 as well as DOD civilians in equivalent grades. An unclassified version of the course will also be offered once each year for allied students.

The school also has redesignated its other resident course. The five-week Joint Command, Control, and Communications Staff and Operations Course (JC<sup>3</sup>SOC) is now the Joint Command, Control, Communications, Computers, and Intelligence Staff and Operations Course (JC<sup>4</sup>ISOC). The 14-block course includes a 7-lesson information warfare block and a field trip to Washington. Sponsored by the Director for Command, Control, Communication, and Computer Systems (J-6), Joint Staff, the course is taught six times each year on the TS/SCI/TK level for military personnel in grades W-1 through O-6 as well as DOD civilians in equivalent grades. **JFQ**

### JOINT LOGISTICS

In September 1990 the joint logistics commanders (JLC) tasked an ad hoc group to study the need for mid-level executive training. This group, which had representation from each service and was

chaired by the Army, sent out 4,000 questionnaires to survey interest in a joint logistics course and identify the duty positions of potential students. The survey revealed a training void that led to the development of a three-week course to prepare mid-level managers from the active and Reserve components (majors/lieutenant commanders and lieutenant colonels/commanders) as well as civilians (in grades GS-12 through GS-14) for assignments that involve joint logistics planning, interservice and multinational logistics support, and joint logistics in a theater of operations.

The Joint Course on Logistics is designed to: (1) integrate DOD programs for effective and economic logistical support to national strategy and a basis for resource decisions; (2) compare the approaches of the Defense Logistics Agency (DLA) and the services in support of DOD, joint, and theater objectives, and how DLA and the services project logistics capability to support the CINCs; (3) integrate multinational logistics as a support multiplier; (4) develop plans for service component logistics resources in support of theater contingency operations; (5) assess the effectiveness of joint and service strategies as well as CONUS sustainment capabilities on logistical support decisions; and (6) apply DLA and service logistic support capabilities in developing contingency scenarios.

The curriculum manager for the course, which will be administered at Fort Lee, Virginia, is Abraham F. Chadwick of the Army Logistics Management College who may be contacted at either (804) 765-4710 or DSN 539-4710 for further details on course offerings and service quotas. **JFQ**

## History

### UNIFIED COMMAND

The Joint History Office has published *The History of the Unified Command Plan, 1946-1993*. Beginning with a discussion of efforts to establish a system of unified commands following World War II, the monograph traces the evolution of high-level, global command arrangements of the Armed Forces from just after World War II to the reorganization of U.S. Atlantic Command. An overview traces the debates over command arrangements for the Pacific and Far East, strategic nuclear forces, and general purpose forces based in the continental

United States. This discussion reveals how the unified command plan has become less protective of service prerogatives and more an instrument of jointness. Available from the Director for Joint History, OJCS, Room 1B707, The Pentagon, Washington, D.C. 20318-9999. **JFQ**

## Periodical Literature

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- Timothy J. Haraden, "Joint From Day One," *U.S. Naval Institute Proceedings*, vol. 121, no. 7 (July 1995), pp. 37-39.
- George F. Kraus, Jr., "Information Warfare in 2015," *U.S. Naval Institute Proceedings*, vol. 121, no. 8 (August 1995), pp. 42-45.
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- William A. Owens, "Report on the JROC and the Revolution in Military Affairs," *Marine Corps Gazette*, vol. 79, no. 8 (August 1995), pp. 46-53.
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- John D. Rosenberger, "The Key to Joint Readiness," *U.S. Naval Institute Proceedings*, vol. 121, no. 9 (September 1995), pp. 58-61.
- Gregory C. Seminski, "The Art of Naming Operations," *Parameters*, vol. 25, no. 3 (Autumn 1995), pp. 81-98.

#### Also noted . . .

"Multinational Force Command Authorities Handbook: Proceedings of the Central Region-chiefs of Army Staff (CR-CAST) Working Group on Command Authorities Required for a Multinational Force Commander" (Carlisle Barracks, Pa.: U.S. Army War College, September 1, 1995), 104 pp. **JFQ**