



JOINT STAFF MANUAL

J-1
DISTRIBUTION: A, B, C, J, S

JSM 5100.01B
20 June 2001

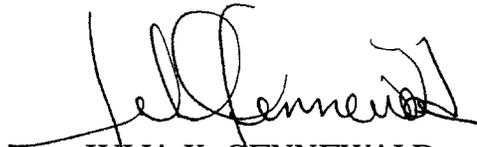
ORGANIZATION AND FUNCTIONS OF THE JOINT STAFF

REFERENCES:

- a. Title 10, United States Code, February 1999
 - b. DOD Directive 5100.1, 25 September 1987, "Functions of the Department of Defense and Its Major Components"
 - c. DOD Directive 5105.21, 18 February 1997, "Defense Intelligence Agency (DIA)"
1. Purpose. This manual serves as the official charter for each of the Joint Staff directorates (less J-2) and provides information on mission and functions of organizations that report to or through the Chairman of the Joint Chiefs of Staff (CJCS) (often referred to as "the Chairman").
 2. Cancellation. JSM 5100.01A, 31 January 1999, "Organizations and Functions of the Joint Staff," is hereby canceled.
 3. Applicability. This manual applies to the Joint Staff, boards, committees, and councils under Joint Staff sponsorship and agencies that report to or through the Chairman. It is being distributed to other agencies for information only.
 4. Summary of Changes. Administrative updates.
 5. Releasability. This manual is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this manual through the Internet from the CJCS Directives Home Page -- <http://www.dtic.mil/doctrine/jel/cjcsd.htm>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

20 June 2001

6. Effective Date. This manual is effective upon receipt.



JULIA K. SENNEWALD
Colonel, USA
Secretary, Joint Staff

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DISTRIBUTION

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President, National Defense University	10

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LIST OF EFFECTIVE PAGES

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ENCLOSURE A

THE JOINT CHIEFS OF STAFF

1. Mission. The Chairman of the Joint Chiefs of Staff (CJCS) is the principal military adviser to the President, National Security Council (NSC), and Secretary of Defense (SecDef). The other members of Joint Chiefs of Staff are military advisers to the President, NSC, and SecDef.
2. Organization. The Joint Chiefs of Staff consist of the Chairman; Vice Chairman; the Chief of Staff, US Army; Chief of Naval Operations; Chief of Staff, US Air Force; and the Commandant of the Marine Corps.
3. Authority. The Joint Staff derives its authority from reference a.
4. Functions and Responsibilities
 - a. In carrying out his functions, duties, and responsibilities, the Chairman will consult with and seek the advice of the other members of the Joint Chiefs of Staff.
 - b. The Chairman will convene regular meetings of the Joint Chiefs of Staff. Subject to the authority, direction, and control of the President and Secretary of Defense, the Chairman will:
 - (1) Preside over the Joint Chiefs of Staff.
 - (2) Provide the agenda for JCS meetings including any subject recommended for the agenda by any other JCS member that the Chairman considers appropriate.
 - (3) Assist the Joint Chiefs of Staff in carrying out business as promptly as practicable.
 - (4) Determine when issues under consideration by the Joint Chiefs of Staff will be decided.
 - c. In presenting advice to the President, NSC, or SecDef, the Chairman will inform them of the range of military advice and opinion with respect to that matter.
 - d. A member of the Joint Chiefs of Staff (other than the Chairman) may submit to the Chairman advice or an opinion in disagreement with, or in addition to, the advice presented by the Chairman. The Chairman

will present such advice or opinion when presenting his advice. The Chairman will not unduly delay advice by reason of such submission.

e. The members of the Joint Chiefs of Staff, individually or collectively, in their capacity as military advisers, will advise the President, NSC, or SecDef on a particular matter upon request.

f. After first informing the SecDef, a member of the Joint Chiefs of Staff may make recommendations to Congress relating to the Department of Defense as appropriate.

ENCLOSURE B

OFFICE OF THE CHAIRMAN
OF THE JOINT CHIEFS OF STAFF (OCJCS)

1. Mission. OCJCS provides support and assistance to the Chairman and Vice Chairman as directed.

2. Organization. OCJCS consists of the Assistant to the Chairman (ACJCS); ACJCS for National Guard Matters (NGM); ACJCS for Reserve Matters (RM); a personal staff for the Chairman, Vice Chairman, Assistant to the Chairman, ACJCS for NGM, and ACJCS for RM; Legal Counsel (LC); Director for Communications; Legislative Assistant (LA); Joint History Office (JHO); Special Assistant for Public Affairs; Protocol Office; Special Assistant's Office; and Communications Advisor.

3. Authority. OCJCS derives its authority from the duties of the Chairman and Vice Chairman that are contained in references a and b.

4. Functions and Responsibilities. The individual OCJCS elements provide support to the Chairman, Vice Chairman, ACJCS, ACJCS for NGM, ACJCS for RM, and assist the Joint Staff in supporting the Chairman, Vice Chairman, and Assistants to the Chairman.

a. The Assistant to the Chairman serves as the principal assistant and adviser to the Chairman and Vice Chairman. The Assistant to the Chairman:

(1) Maintains contact with the Assistant and Under Secretaries of Defense, officials of the Department of State (DOS), and other senior officials of the government on matters of interest to the Chairman and Vice Chairman.

(2) Represents the Chairman and Vice Chairman on interdepartmental boards and interagency policy committees.

(3) Coordinates on matters as required with the Director, Joint Staff, and Joint Staff directorates.

b. ACJCS for NGM serves as the principal assistant and adviser to the Chairman and Vice Chairman on all National Guard matters and coordinates on matters as required with the Director, Joint Staff.

c. ACJCS for RM serves as the principal assistant and adviser to the Chairman and Vice Chairman on all Reserve matters and coordinates on matters as required with the Director, Joint Staff.

d. LC provides legal advice and guidance to the Chairman, Vice Chairman, Assistant to the Chairman, ACJCS for NGM, ACJCS for RM, OCJCS, the Joint Staff, and the combatant commands, as directed.

e. LA provides advice and assistance concerning congressional aspects of the Joint Staff, combatant commands, and other joint community plans, policies, and programs; is primary respondent to the Chairman, Vice Chairman, Assistant to the Chairman, ACJCS for NGM, ACJCS for RM, Director, Joint Staff, OASD(LA), and OUSD(C) on legislative issues; coordinates congressional actions related to the Department of Defense; and coordinates participation in hearings and inquiries as directed.

f. The Director for Communications develops and oversees strategic communications plans and coordinates the efforts of the OCJCS LA, Public Affairs Office (PA), and speechwriters in the implementation of those plans.

g. The Special Assistant for PA serves as the spokesperson and principal point of contact (POC) for all public affairs activities for the Chairman, Vice Chairman, and the Joint Staff to include developing and executing PA strategies; plans and coordinates all public speaking engagements and media events for the Chairman, Vice Chairman, Assistant to the Chairman, ACJCS for NGM, ACJCS for RM and, as necessary, the Joint Staff; prepares written responses to correspondence from the general public; conducts security and policy review of all speeches, public statements, and articles proposed for public release; acts as POC with news media for the Joint Staff; and disseminates internal and public information products.

h. JHO documents the activities of the Chairman, Vice Chairman, Joint Chiefs of Staff, and Joint Staff, as well as coordinates historical coverage of joint operations conducted by the US Armed Forces and furnishes staff assistance on historical matters for the Chairman and the Joint Staff.

i. The Chief of Protocol serves as the principal adviser to the Chairman; Vice Chairman; Assistant to the Chairman; ACJCS for NGM, ACJCS for RM; and Director, Joint Staff on all protocol matters. The Protocol office plans, organizes, and executes all official socials and ceremonies for the Chairman, Vice Chairman, or their designated

representatives; manages Chairman and Vice Chairman Counterpart Visit Program; manages CJCS official representation funds and gift locker; and advises the Joint Staff on matters of protocol.

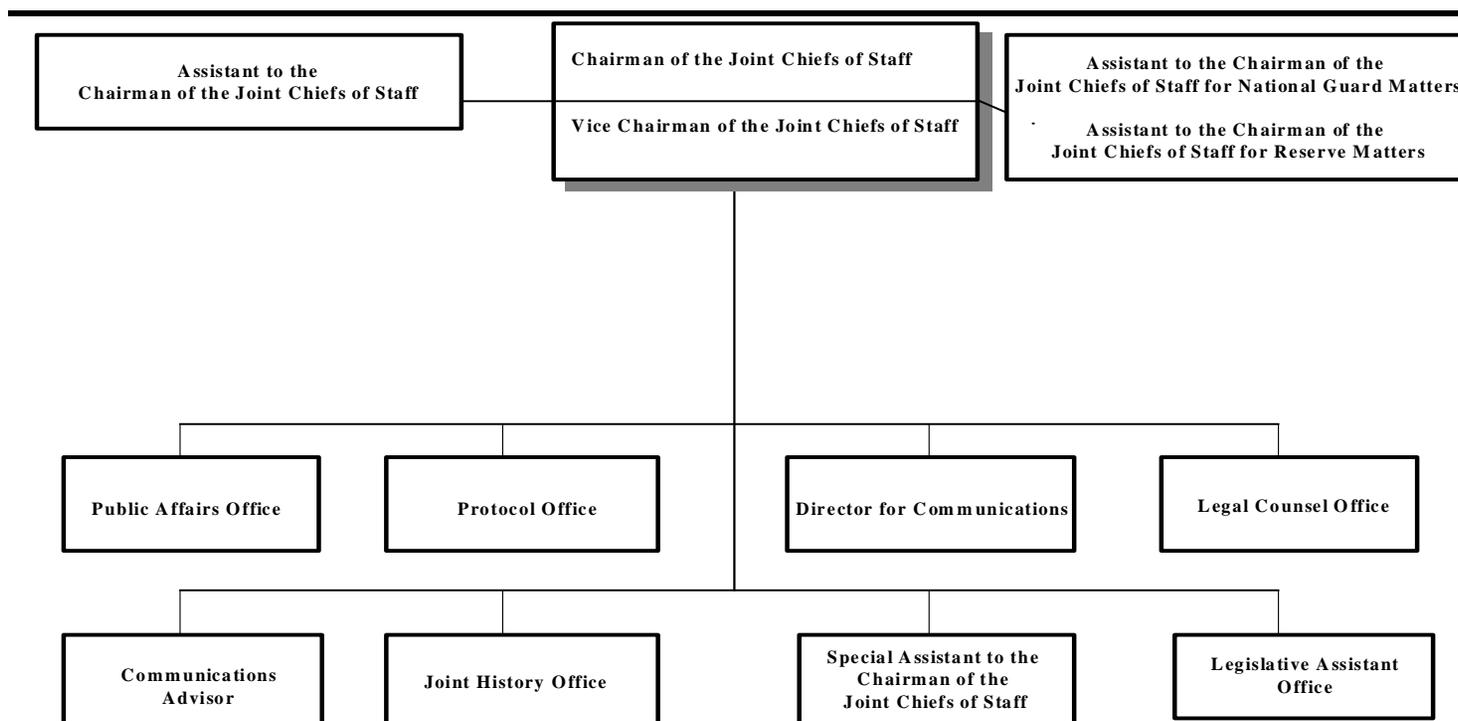
j. The Communications Advisor provides secure communications for the Chairman and Vice Chairman at all times in all locations.

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APPENDIX TO ENCLOSURE B

ORGANIZATION CHART

**OFFICE OF THE
CHAIRMAN OF THE JOINT CHIEFS OF STAFF**



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ENCLOSURE C

OFFICE OF THE DIRECTOR, JOINT STAFF (ODJS)

1. Mission. The Director, Joint Staff (DJS), has the responsibility and authority for supervising, coordinating, providing, supporting, and administering the work of the Joint Staff and for providing guidance to certain specialized JCS activities.
2. Organization. ODJS consists of the Director and Vice Director and their Executive Assistants (EAs), Deputy Inspector General (IG), Special Assistant for General/Flag Officer (G/FO) Matters, and Special Assistant for Joint Matters. The Director, Joint Staff, serves as the IG for the Joint Staff and supervises the Deputy Director for Military Education, Joint Staff, whose duties are organizationally assigned to the Vice Director, Operational Plans and Joint Force Development, J-7. The Vice Director, Joint Staff, has additional duties as Director of Management (DOM). DJS and VDJS positions will be rotated among the Services.
3. Authority. The duties of the Director, Joint Staff, are contained in references a and b and are as directed by the Chairman and Vice Chairman.
4. Functions
 - a. Director, Joint Staff:
 - (1) Supervises and provides guidance to the Directors, Joint Staff Directorates; DOM; US Delegation (USDEL), Inter-American Defense Board (IADB); US Section, Canada-US Military Cooperation Committee; US Military Representation, Permanent Joint Board on Defense (PJBD), Canada-US; and US Section, Joint Mexican-United States Defense Commission (JMUSDC).
 - (2) Delegates administrative authority to the Vice Director or the heads of the above directorates and agencies.
 - (3) Performs duties directed by the Chairman.
 - (4) Assists the Chairman, as directed, in discharging CJCS organizational and managerial responsibilities.
 - (5) Attends JCS meetings and chairs OpsDepts meetings. The Vice Director chairs meetings of DepOpsDepts.

(6) Ensures that the directorates and agencies of the Joint Staff fully and effectively coordinate with the Office of the Secretary of Defense (OSD).

(7) Acts as liaison between the Chairman and the various nonmilitary governmental agencies.

(8) Makes changes in the structure and composition of the Joint Staff directorates and supporting offices. Changes in the Joint Staff involving the addition or deletion of directorates and supporting offices or the addition or deletion of subordinate divisions must have specific approval of the Chairman.

(9) Requests DOD agencies and other governmental agencies and activities to provide information and assistance required in connection with DJS duties.

(10) Develops and coordinates all substantive aspects of the agenda and briefing schedules for the meetings of Joint Chiefs of Staff, OpsDepts, and DepOpsDepts for the Chairman.

(11) Manages all joint and outside-Service G/FO billets, including those in OSD, the Joint Staff, Defense agencies, combatant and international commands, colleges, and other special activities through the G/FO Matters Office.

(12) Manages the meetings of the Joint Chiefs of Staff for the Chairman through the Special Assistant for Joint Matters Office.

(13) Serves as IG. The IG, assisted by the Deputy IG, provides reports through the Director to the Chairman on matters relating to command and control (C2), joint operational readiness, and OPSEC within the Joint Staff and the combatant commands. The IG also represents the Joint Staff for the Oversight of the Intelligence Activities Program; the DOD HOTLINE Program; and the Fraud, Waste, and Abuse Program. The IG conducts inquiries, investigations, and reviews at the direction of the Chairman. The IG is also the Joint Staff information focal point for violations of the DOD Law of War Program and for all espionage, counterintelligence, unauthorized disclosures, and criminal investigative activity within the Joint Staff.

(14) Serves as Chairman, Military Education Coordination Conference (MECC).

(15) Serves as Chairman, Process for Accreditation of Joint Education (PAJE) Group.

b. Vice Director:

(1) Serves as the Joint Staff authorizing authority for approval of the processing of classified information on automatic data processing (ADP) systems.

(2) Serves as the senior information resource management (IRM) official for the Joint Staff and acts as Chairman of the Resource Management Council (RMC).

(3) Chairs the Chairman's Review Group, which meets as required to discuss issues of national security, including special access programs.

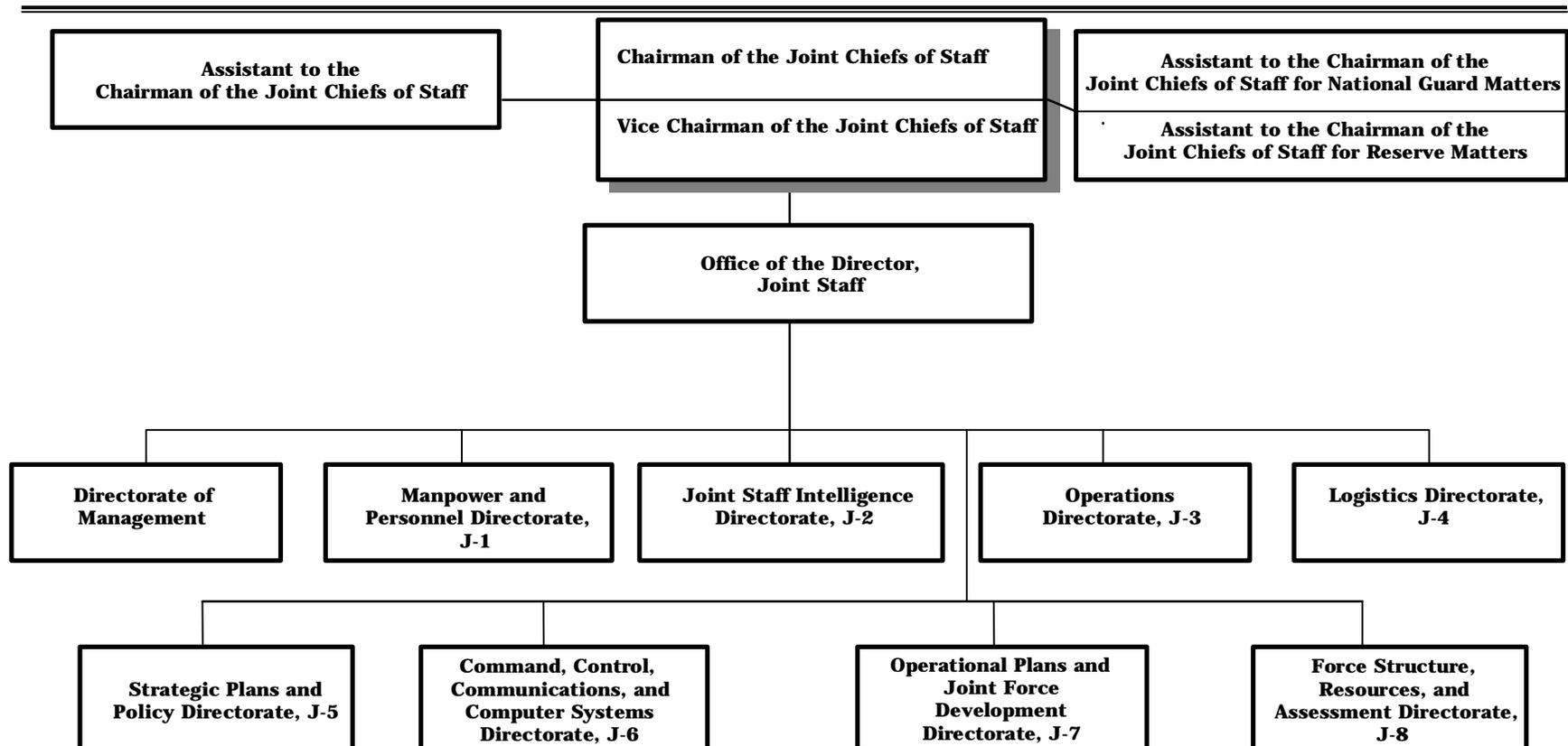
(4) Ensures continuity of essential Joint Staff functions and operations during disasters, national emergencies, and general war, including transattack and postattack periods.

(5) Acts as the Director of Management, the Joint Staff administrative support directorate, which is under the immediate supervision and guidance of the Vice Director.

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APPENDIX A TO ENCLOSURE C
ORGANIZATION CHART

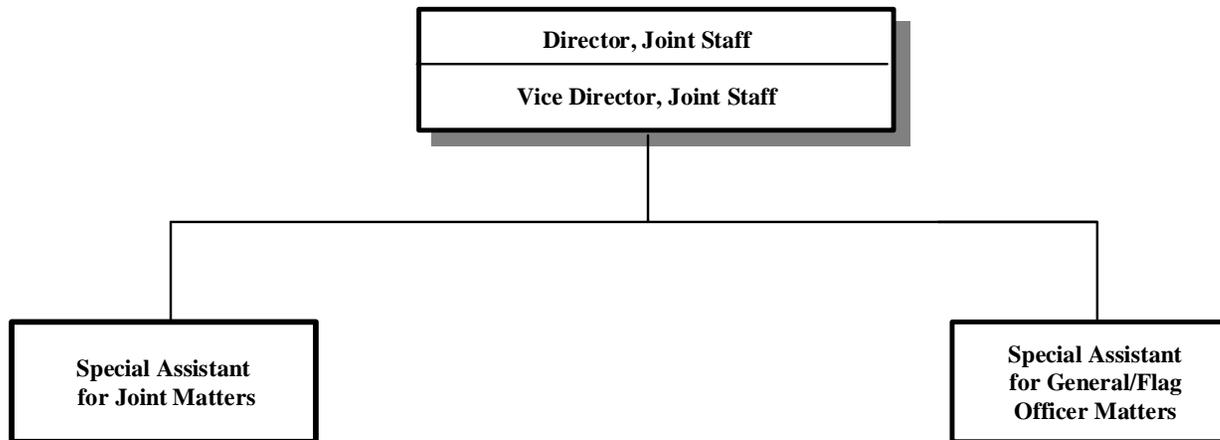
THE JOINT STAFF



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APPENDIX B TO ENCLOSURE C
ORGANIZATION CHART

OFFICE OF THE DIRECTOR, JOINT STAFF



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ENCLOSURE D

DIRECTORATE OF MANAGEMENT (DOM)

1. Mission. DOM provides assistance to the Chairman by managing, planning, and directing administrative services including budget and finance, action management and archiving, information resources, security, and support services.
2. Organization. DOM consists of a Director, an EA, the Joint Staff Comptroller, the Joint Secretariat, the Joint Staff Support Services Office, the Joint Staff Security Office, and the Joint Staff Information Resource Management Office. DOM is a dual-hatted position of the Vice Director.
3. Authority. DOM performs designated functions under CJCS authority and direction and is subject to the supervision and guidance of the Director and those that are contained in reference a.
4. Functions
 - a. Manages, through the Joint Staff Comptroller, all financial resources allocated to the Joint Staff, financial resources provided by other agencies for Joint Staff use, and all aspects of Planning, Programming, and Budgeting System (PPBS); as Chairman of RMC, provide mediation and coordination during the planning, programming, and budgeting process, negotiating financial priorities throughout the Joint Staff; establish financial policy and procedures and provide contract management policy, procedures, and oversight for the Joint Staff; and manage the Internal Management Control and Quality Management programs.
 - b. Establishes, through the Joint Secretariat, information management requirements for and of the corporate Joint Staff decision process to include developing action processing policy and procedures and related administrative support systems; oversee archiving and release policy for the official corporate Joint Staff records; operate the central office of record for the official corporate records of the Chairman, Vice Chairman, and Joint Staff and an automated document storage and retrieval system; provide library, professional research, information retrieval, and document services; and provide personnel, security, and other administrative services to OCJCS, ODJS, and DOM.
 - c. Provides, through the Joint Staff Support Services Office, assistance to the Director as Deputy IG; administrative and logistic support and services to the Joint Staff in the areas of graphic arts,

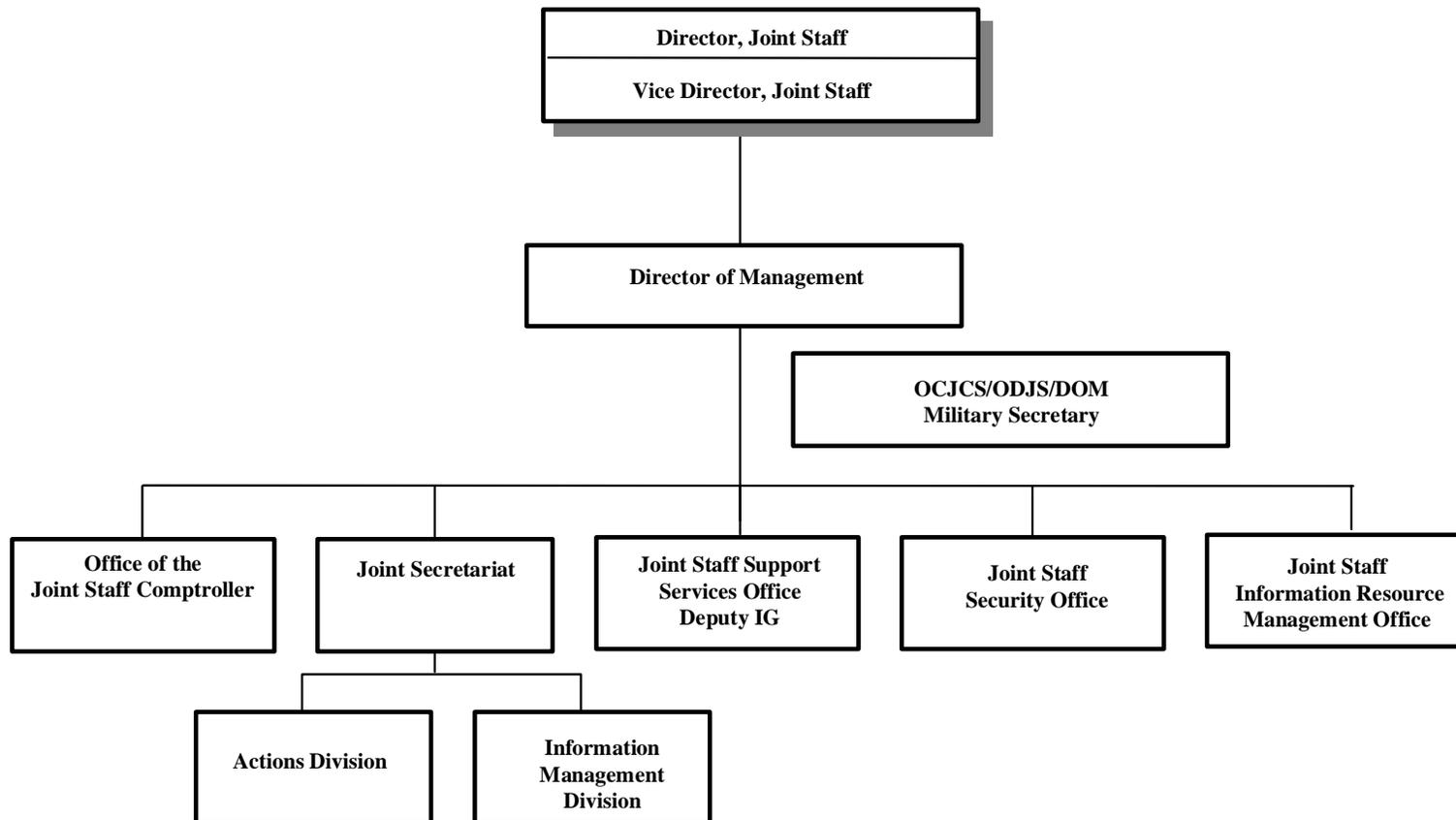
photography, document reproduction, printing, office copier management, document distribution and mail services, Military Services forms management, supply support, office equipment maintenance, contract administration, facilities management, including space allocated to the Joint Staff in the National Capital Region and alternate sites, local and TDY transportation coordination, and parking permits.

d. Develops and implements, through the Joint Staff Security Office, personnel and physical security policies and procedures.

e. Designs, secures, operates, manages, and administers, through the Joint Staff Information Resource Management Office, the Joint Staff office automation systems, including corporate automation systems such as the Joint Staff Information Network (JSIN) and the Office Automation Network Control Center, Joint Staff Unclassified Network (JSUNET), Office Automation Help Desk and Assistance Center, and corporate database applications. Provides introductory training to all incoming officers and other designated personnel. Operates the Joint Staff portion of the Pentagon Telecommunications Center System providing electronic communications support to the Joint Staff, OSD, DIA, and the National Command Authorities (NCA). Provides automation support to OCJCS and commercial telephone service to OCJCS and the Joint Staff.

APPENDIX TO ENCLOSURE D
ORGANIZATION CHART

DIRECTORATE OF MANAGEMENT



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ENCLOSURE E

MANPOWER AND PERSONNEL DIRECTORATE (J-1)

1. Mission. The Director, J-1, is charged with providing assistance to the Chairman by providing plans, policy, and guidance on personnel issues; providing manpower management policies, plans, and oversight for the Joint Staff and all joint and combined activities reporting to or through the Chairman; administering the internal Joint Staff civilian and military personnel programs; and administering the Joint Duty Assignment Management Information System (JDAMIS).

2. Organization. J-1 consists of a Director, Vice Director, Executive Assistant, Military Secretary (MILSEC), and appropriate subordinate divisions and branches. The Director will be a G/FO and be rotated among the Services. The Vice Director, J-1, will be an O-6.

3. Authority. Under the authority and direction of the Chairman and subject to the supervision and guidance of the Director, Joint Staff.

4. Functions

a. Provides plans, policy, guidance, and oversight regarding manpower management for the Joint Staff and all joint and international activities reporting to or through the Chairman. (sec 155, chapter 5, title 10, USC)

b. Develops joint plans, policy, and guidance on personnel issues of interest to the Chairman (except for G/FOs, who are the responsibility of the DJS, and the Special Assistant for G/FO Matters). (DODD 5100.01)

c. Coordinates manpower and personnel support to combatant commanders to ensure success of projected and ongoing peacetime, contingency, and wartime operations. (sec 161, chapter 6, title 10, USC)

d. Administers the internal civilian and military personnel programs for the Joint Staff (except for G/FOs, who the responsibility of the DJS and the Special Assistant for G/FO Matters). (DODD 1315.7)

e. Administers JDAMIS and produces joint officer management reports, including portions of SecDef's Annual Report to the President and the Congress. (sec 661, chapter 38, title 10, USC)

f. Administers the Joint Staff awards program. Processes recommendations for Defense awards for joint activities reporting to or through the Chairman. (DOD 1348.33-M)

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g. Administers a program for selection of joint duty officers who will serve on various Service promotion and joint specialty selection boards (except for G/FOs, who are the responsibility of the DJS and the Special Assistant for G/FO Matters). (sec 65, chapter 38, title 10, USC)

h. Manages a program to help CJCS review Service promotion and joint specialty officer lists (except for G/FOs, who are the responsibility of the DJS, and the Special Assistant for G/FO Matters). (sec 665, chapter 38, title 10, USC)

i. Advises the Secretary of Defense on the establishment of career guidelines for officers with the joint specialty concerning selection, military education, training, types of duty assignments, and other related matters. (chapter 38, title 10, USC)

j. Provides input to J-7 in developing, coordinating, and critiquing personnel issues and objectives of the Services, combatant commands, OSD, and other government agencies for the CJCS Exercise Program. (DJ-1 directed)

k. Supports manpower-related mobilization requirements and, when appropriate, provides recommendations to the J-4 relative to required levels of mobilization, emergency authorities, and the need to implement the Selective Service. Provides manpower mobilization data for CJCS. (DODD 5100.01)

l. Provides input on aspects of joint officer management that affect Joint Professional Military Education (JPME). Monitor direct entry waivers for Phase II JPME. (sec 663, Chapter 38, title 10, USC)

m. Administers the Federal Advisory Committee Program for the Joint Staff. (DODD 5105.4)

n. Administers the Joint Staff Drug Program. (DJS directed)

o. Represents the Chairman at the American Red Cross Board of Governors. (CJCS directed)

p. Coordinates defense-wide religious ministry support. (Armed Forces Chaplain Board (AFCB) memorandum, 1 July 1991, "Assignment of Chaplain to Joint Staff")

q. Analyzes religious support capabilities and plans of the combatant commands and Services through the CJCS exercise program. (AFCB memorandum, 1 July 1991, "Assignment of Chaplain to Joint Staff")

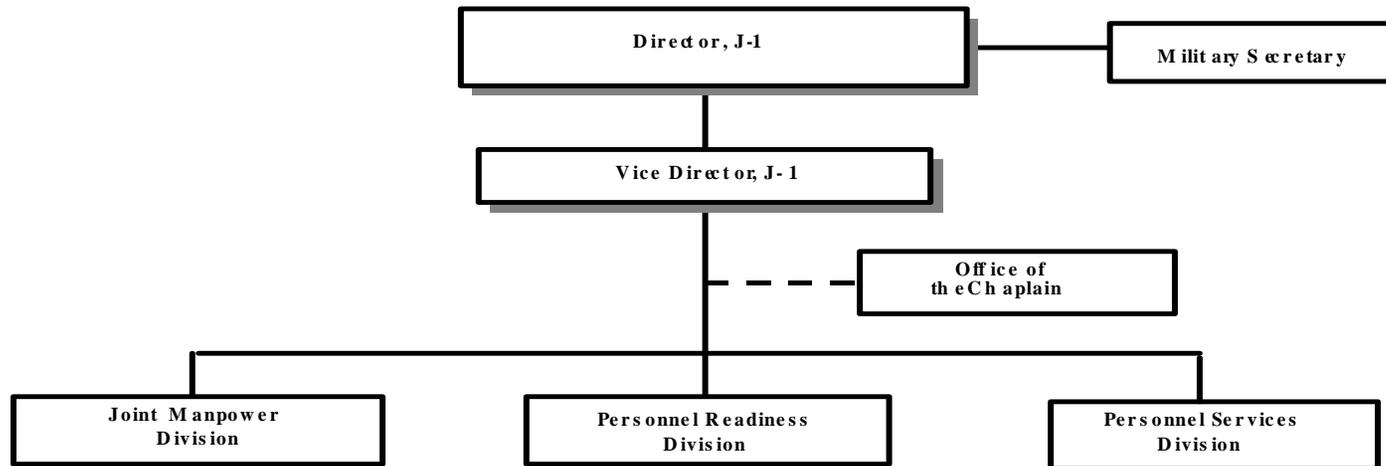
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r. Reviews religious ministry annexes in the combatant command OPLANs and CONPLANs to ensure continuous religious support during mobilization. (AFCB memorandum, 1 July 1991, "Assignment of Chaplain to Joint Staff")

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APPENDIX TO ENCLOSURE E
ORGANIZATION CHART -- J-1

MANPOWER AND PERSONNEL DIRECTORATE



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ENCLOSURE F

INTELLIGENCE DIRECTORATE (J-2)

1. Mission. The Director, J-2, supports the Chairman, OSD, Joint Staff, and combatant commands. The J-2 is the national-level focal point for crisis intelligence support to military operations and indications and warning intelligence in the Department of Defense. J-2 represents combatant command intelligence requirements. J-2 coordinates joint intelligence doctrine and architecture and manages intelligence for joint warfighting assessments. J-2 certifies that all requirements documents meet intelligence supportability criteria for the Joint Requirements Oversight Council (JROC). J-2 is the intelligence community manager for support to military operations, the Director of the Joint Warfighting Capability Assessment (JWCA) for intelligence, surveillance, and reconnaissance (ISR) under the JROC process, and the battlespace awareness focal point for *Joint Vision 2020* implementation.

2. Organization. As a DIA organization, J-2 provides intelligence and intelligence staff support to the Chairman and the Joint Staff. J-2 is composed of six deputy directorates. Three make up the National Military Joint Intelligence Center (NMJIC): Crisis Operations, J2O; Crisis Management, J2M; and Targets Support, J2T. The three others are Administrative Support, J2A; Joint Staff Support, J2J; and Assessments, Doctrine, Requirements, and Capabilities, J2P. Additionally, DIA has two elements assigned to the NMJIC -- Collection Management Division, CL1; and Terrorism Threat Warning Division, TWC-2. Central Intelligence Agency (CIA), National Security Agency (NSA), National Imagery and Mapping Agency (NIMA), and the Services have representatives in NMJIC.

3. Authority

a. Reference c, DOD Directive 5105.21, requires that the Director, DIA, provide intelligence and intelligence staff support to the Chairman, Joint Staff, and the combatant commands IAW Joint Staff requirements and established procedures. The Director, DIA, has assigned day-to-day Joint Staff support responsibility to the J-2 and, in turn, J-2 employs the Deputy Directorate for Joint Staff Support (J2J) to support the Joint Staff. J2J exercises, in the name of the J-2 and Director, DIA, tasking authority over DIA assets and conducts close liaison with NSA, CIA, NIMA, and National Reconnaissance Office (NRO) to satisfy the intelligence requirements of the Joint Staff. J-2 is under OPCON of the Director, Joint Staff, for JCS support functions.

b. CJCSI 5711.01, 12 July 1993, "Policy on Action Processing," states, "When the Joint Staff, J-2, develops the Joint Staff position on actions that affect DIA as a Defense agency, the position will be coordinated with the appropriate Joint Staff Directorate and the Directorate for Strategic Plans and Policy, J-5, who will ensure Joint Staff equities are accommodated. Coordination with DIA will be accomplished by the Director of Intelligence, Joint Staff, J-2." A memorandum of agreement (MOA) between the Defense Intelligence Agency and the Joint Staff on the Provision of Intelligence Support ". . . establishes the relationship between DIA and the Joint Staff with regard to the provision of direct intelligence support to the Chairman of the Joint Chiefs of Staff, Joint Chiefs of Staff, and Joint Staff. This agreement also pertains to intelligence provided to the OSD and the unified commands, when such support is conducted under the auspices of the Joint Staff."

4. Functions

a. Provides intelligence support to the Secretary of Defense and the Chairman of the Joint Chiefs of Staff. (DODD 5105.21; DIA/DJS MOA, 31 March 1996)

b. Serves as crisis manager for Defense intelligence supporting the Secretary of Defense, the Chairman, Joint Staff, combatant commands, and deployed joint task forces. (DODD 5105.21; DIA/DJS MOA, 31 March 1996)

c. Coordinates national intelligence support to the combatant commands. Represents the views and intelligence requirements of the combatant commands to the Joint Staff and Military Intelligence Board (MIB). (DODD 5105.21; DIA/DJS MOA, 31 March 1996)

d. Operates the NMJIC for the Chairman and Director, DIA. Integrates other elements of DIA, CIA, NSA, NIMA, and the Services into the NMJIC organization. (DODD 5105.21; DIA/DJS MOA, 31 March 1996)

e. Manages the Worldwide Defense Indications and Warning System for the Chairman, DIA, and combatant commands. Represents Defense intelligence in the National Intelligence Warning System. (DODD 5105.21; DIA/DJS MOA, 31 March 1996)

f. Serves as the military intelligence POC for crisis support to allied and UN elements for coalition warfare. Supports specific intelligence

needs of the United Nations IAW established policy and direction.
(Director of Central Intelligence (DCI) directed)

g. Provides intelligence for continuity of government.

h. Coordinates and provides exercise support for the Joint Staff, combatant commands, the DIA, and the National Intelligence Community. (DODD 5105.21; DIA/DJS MOA, 31 March 1996)

i. Acts as the principal coordinator for joint intelligence doctrine and architecture for the Joint Staff and Director, DIA. (DODD 5105.2; DIA/DJS MOA, 31 March 1996)

j. Directs the activities of the Joint Staff's ISR JWCA in support of CJCS E-JROC. (DODD 5105.21; DIA/DJS MOA, 31 March 1996)

k. Serves as issue coordinator for Director of Central Intelligence Support to Military Operations (DCI SMO) intelligence needs review. (DCI directed)

l. Assesses technologies that support current and projected command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) architectures, ensuring systems interoperability throughout the entire intelligence cycle. (DODD 5105.21; DIA/DJS MOA, 31 March 1996)

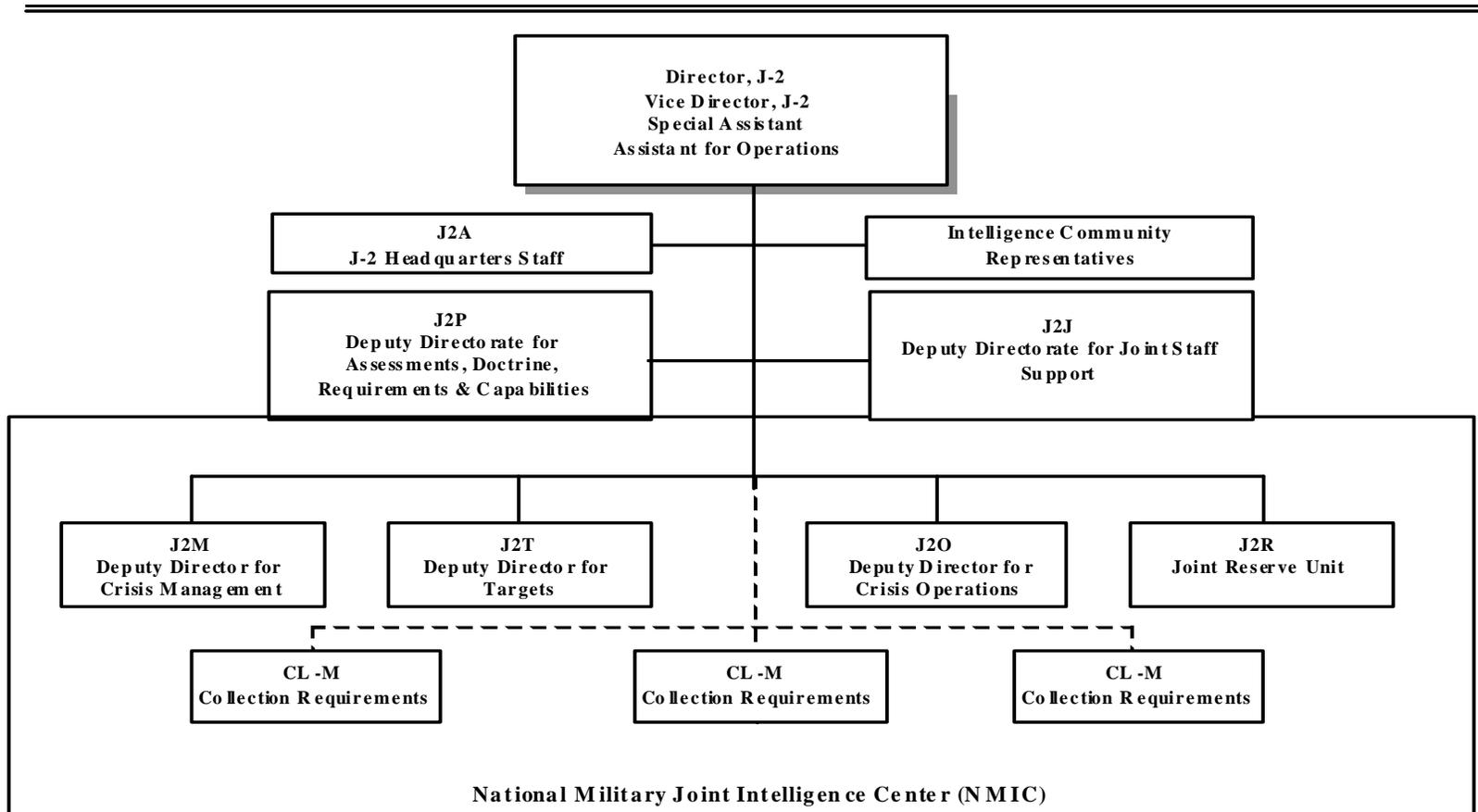
m. Supports the JROC through intelligence certification of all requirements documents to include mission need statements, operational and Capstone requirements documents. (DODD 5105.21; DIA/DJS MOA, 31 March 1996)

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APPENDIX TO ENCLOSURE F

ORGANIZATION CHART -- J-2

INTELLIGENCE DIRECTORATE



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ENCLOSURE G

OPERATIONS DIRECTORATE (J-3)

1. Mission. The Director for Operations (J-3), assists the CJCS in carrying out responsibilities as the principal military advisor to the NCA; developing and providing guidance to the combatant commands, and relaying communications between the NCA and the commanders in chief of combatant commands (CINCs) regarding current operations and plans.

2. Organization. The Operations Directorate consists of a Director (J-3), Vice Director (J-31), the MILSEC and five principal Deputy Directors:

a. Deputy Director for Current Operations (J-33), consisting of five additional Flag Officer positions.

b. Deputy Director for Combating Terrorism (J-34).

c. Deputy Director for National Systems Support (J-35).

d. Deputy Director for Current Readiness and Capabilities (J-38).

e. Deputy Director for Information Operations (J-39).

3. Authority. The J-3 is under authority and direction and is subject to the supervision and guidance of Director, Joint Staff (DJS).

4. Functions:

a. Prepares the weekly National Operations Summary for Congress. (NDAA 95)

b. Develops and maintains the crisis staffing procedures and Continuity of Operations Plan to be used by the Joint Staff, Military Services, and collaborating Defense and government agencies in crisis situations. Maintains the Nuclear Operations Group as the primary Joint Staff element for nuclear matters during crises. (DODD 5100.1, para 4; DODD 3020.36; PDD-67; CJCSM 3410.01)

c. Serves as the office of primary responsibility (OPR), functional manager (FM) and Joint Staff POC for Joint Operation and Planning and Execution System (JOPES): (CJCSM 3122.01)

(1) Coordinates, manages, and develops JOPES policy, procedures, and documentation.

(2) Identifies requirements, modifications, and enhancements for JOPES functional software in coordination with the worldwide JOPES community.

(3) Coordinates with J-6 and the Defense Information Systems Agency (DISA) on JOPES automated information systems design and development activities.

(4) Manages worldwide JOPES operational support; overseeing the JOPES Network Operation Control Center (JNOCC); and chairing the JOPES user advisory group.

d. Maintains close liaison with J-6 to review operational matters in C4 plans, orders, and reports. (CJCSI 6721.01)

e. As Global Command and Control (GCC) OPR, maintain oversight of all aspects of GCC policy, procedures, development, implementation, and funding within the scope of CJCS guidance and chair the GCC General Officer/Flag Officer Advisory Board. (CJCSI 6721.01)

f. Serves as the Joint Staff POC for mapping, charting, and geodesy (MC&G) and NIMA support. (DODD 5105.60, para 7.)

g. Manages the CJCS Focal Point communications systems. The Focal Point communications systems are limited dissemination systems designed to transmit sensitive information and are handling caveats for the LIMDIS general service message system. Focal Point systems are not Special Access Programs. The systems are managed under CJCSM 3213.02, "Joint Staff Focal Point Communications Procedures Manual," and each system's governing directive, which is promulgated by the Joint Staff agency responsible for the particular system. The Joint Staff Focal POC office is responsible for: (CJCSM 3213.02)

(1) Ensuring policies, procedures, and directives are established for all Focal Point systems.

(2) Extending the system to primary participants.

(3) Providing the CJCS Focal Point Procedures Manual and directives unique to each system to the primary participants in each system.

(4) Coordinating with Command Systems Operations Division, J-3, and the Joint Staff, for assignment of new nicknames and promulgation of these nicknames, as necessary.

(5) Exercising the system on a periodic basis as required.

h. Serves as the Joint Staff focal point for liaison between USCG and the Joint Staff in accomplishing their missions and functions. (DODD 5525.5)

i. Provides the CJCS with recommended rules of engagement to support military operations. Reviews rules of engagement submitted by combatant commanders and recommends approval or disapproval to CJCS. Prepares deployment orders for the operational movement of military forces to meet CINC requirements. Coordinates with supported and supporting CINCs and Services for the deployment of forces and transfer of OPCON. (CJCSI 3121.01A)

k. Serves as the focal point within the Joint Staff for the coordination of support for the Secret Service in their role of protecting the President. (DODI 5030.34)

l. Initiates action, as required, to implement policies and decisions of CJCS concerning operational aspects of civil disturbance, civil defense, disaster relief, and CONUS defense. (DODD 5100.1, para 4 and title 10, USC)

m. Provides membership to executive or interdepartmental groups constituted in response to crises. (per J-3 direction and DODD S-5210.81, pg 5, para 4.b.)

n. Serves as the Joint Staff focal point for noncombatant evacuation actions and provide a representative to the Washington Liaison Group. (per J-3 direction)

o. Takes Joint Staff action on operational matters, including those related to combatant commands and interdepartmental requests. (DODD 5100.1, para 4)

p. Provides the CJCS with continuing analysis of current combat readiness, capabilities and operations, including evaluating and interpreting worldwide combat operations and emergency actions, and recommends changes in conduct of military operations and resource allocations. (DODD 5100.1, para 4 and title 10, USC)

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- q. In the context of potential crises, review existing military plans applicable to potential crisis areas; develop, maintain, and coordinate, the estimates, plans, and data concerning such areas; and constitute response cells and crisis operating elements. (DODD 5100.1, para 4)
- r. Evaluate the operational aspects of the joint strategic plans, studies, estimates, and related guidance and provide appropriate recommendations. (DODD 5100.1, para 4 and title 10, USC) and (DODD 5100.30, pg 6, para VI.A.1.)
- s. Prepare, in coordination with joint, Service, combatant commands, and applicable interagency executive staffs, recommended military courses of action for crisis or war. (DODD 5100.1, para 4 and title 10, USC)
- t. Serves as the POC for matters pertaining to the national-level interface of military operations and intelligence in coordination with the DIA. Coordinate with intelligence elements to ensure adequate intelligence support for US joint military operations. (DODD 5240.01)
- u. Serves as the Joint Staff focal point for all special operations matters, less Psychological Operations (PSYOP), sensitive DOD support to/from non-DOD government agencies, combating terrorism programs, and civil affairs. (CJCSI 5113.01B, CJCSI 3110.06 and DODD 2000.13)
- v. Serves as the Joint Staff POC for counterterrorism (CJCS CONPLAN 0300, to include aircraft hijacking; personnel recovery shootdowns, interagency support, and review of all CINCs' statements and testimonies in reference to SOF issues). (CJCSI 5113.01B)
- w. Advises the CJCS on all aspects of Special Operations Forces (SOF) involvement in counterproliferation (CP). Oversee SOF CP tactics, techniques, procedures, and exercises. Represent CJCS as principal Joint Staff agency in DOD and interagency coordination, planning and programming activities in matters relating to SOF in CP. Represent CJCS as principal Joint Staff agency in international combating terrorism CP areas of cooperation. (CJCSI 5113.02A)
- x. Serves as the focal point for all DOD participation in humanitarian demining operations. (CJCSI 3207.1)
- y. Serves as Joint Staff advisor to the Chairman and Secretary of Defense on SOF (less PSYOP) requirements, capabilities, and requests for operational support. (PDDs 39, 56, and 62)

- z. Serves as the Joint Staff focal point for all issues pertaining to personnel recovery. (CJCSI 3270.01)
- aa. Serves as principal Joint Staff POC for prisoner of war (POW) and missing in action (MIA) matters, less policy-related issues. (CJCSI 3270.01)
- bb. Supports the CJCS in his capacity as principal advisor to the SecDef for all DOD antiterrorism force protection (AT/FP) issues. (DODD 2000.12)
- cc. Prepares joint AT/FP doctrine and assist ASD(SO/LIC) in developing and maintaining AT/FP standards. Additionally, review Service AT/FP doctrine and CINC and Service AT/FP standards. Review, coordinate, and oversee, on behalf of the SecDef and in conjunction with DOD components, AT/FP training for all DOD personnel and their family members. (DODD 2000.12)
- dd. In support of the Chairman's direction to the JROC to address AT/FP requirements; ensure the Chairman's Program Review (CPR) and the Chairman's Program Analysis (CPA) include a summary of AT/FP requirements as determined by the JROC and derived from the CINC Integrated Priority Lists (IPLs). (DODD 2000.12)
- ee. Assesses AT/FP as an element of any force deployment decision. Also, periodically reassess AT/FP of deployed forces. (DODD 2000.12)
- ff. Assesses and provides oversight to DOD component AT/FP policies and programs for the protection of DOD personnel, their families, facilities, and other DOD resources. (DODD 2000.12)
- gg. Annually, as part of the budget cycle, reviews the adequacy of resources proposed by the Services to determine whether they meet DOD AT/FP objectives and advises SecDef of any changes that are needed to meet AT/FP requirements. (DODD 2000.12)
- hh. In coordination with the Secretaries of the Military Departments, the ASD(FMP), and the combatant commanders, addresses AT/FP considerations and recommends appropriate tour lengths. Additionally, makes recommendations to the Chairman to advise the SecDef on whether restrictions should be placed on accompanying family members for personnel assigned to overseas activities. (DODD 2000.12)

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ii. Reviews the impact of DOD Directive 2000.12, "DOD Combating Terrorism Program" on the Unified Command Plan (UCP) issued by the President and SecDef memorandum, "Forces for Unified Commands." Recommend revisions to these plans or DOD 2000.12 as required. Also, review CINC CONPLANS and OPLANS for AT/FP considerations. (DODD 2000.12)

jj. Assesses the implementation of threat conditions (THREATCONs) for uniform implementation and dissemination. (DODD 2000.12)

kk. Provides representatives to the Deputies Committee, Counterterrorism Security Group (CSG), DOD Worldwide AT Conference, DOD AT Coordinating Committee (ATCC) (and subcommittees as required), and an observer to the Overseas Security Policy Board. Additionally, co-chair the ATCC-Senior Steering Group (SSG) and oversee the Deputy Director for Operations (Combating Terrorism), Joint Staff (J-34) co-chairmanship of the ATCC. (DODD 2000.12)

ll. Coordinates with ASD(C3I) and ASD(SO/LIC) on sharing terrorism intelligence and counterintelligence data and information on AT/FP. This includes threats posed to DOD personnel and assets by domestic and foreign terrorist. (DODD 2000.12)

mm. Manages and administers the Combating Terrorism Readiness Initiatives Fund (CBT RIF) for emergent CINC AT requirements. (DODD 2000.12)

nn. Assesses capability of Service, CINC, and DOD intelligence organizations to collect, evaluate, and disseminate all relevant data on terrorist activities, trends, and indicators of imminent attack. (DODD 2000.12)

oo. Provides functional expertise regarding the operational aspects of the NRO assets in support of current and future operations. (per January 1990 DJS direction)

pp. Serves as the Joint Staff focal point for current readiness issues, the Joint Monthly Readiness Review (JMRR) process, and SecDef's Quarterly Readiness Report to Congress. Provides assessments on the overall readiness of the Armed Forces to execute the NMS to the CJCS and the Senior Readiness Oversight Council. (title 10, USC, section 153(a)(3)(d); CJCSI 3401.01B; DODD 5100.1, para 4)

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qq. Serves as the Joint Staff OPR for all readiness reporting applications and systems. Provides direction and guidance for the design, development, maintenance, enhancement, test, deployment, policy, and implementation of GSORTS, GSORTS (Enhanced), and any other related readiness application or system. (title 10, USC, Ch. 2, section 373 and CJCSI 3401.02)

rr. Maintains the Emergency Actions Procedures (EAP) of the CJCS. (DODD S-5210.81, para 4.e)

ss. Provides emergency facilities and personnel for Joint Staff operations in times of increased tension. These facilities include Site R and the NAOC. Provides Joint Staff oversight for and maintain operational control of the alert NAOC aircraft for the SecDef and CJCS. Provide NAOC support to the Federal Emergency Management Agency (FEMA) according to the MOA between the Director, FEMA, and the CJCS. Additionally, the J-3 is responsible for administering deployable battle staffs. (DODD 5100.30, pg 6, para VI.B.3.;PDD-67; and CJCSM 3410.01)

tt. Exerts oversight of the national Residual Capability Assessment Program for which USSTRATCOM is the executive agent. (CJCSI 3410.03.)

uu. Coordinates the detailed planning of limited and regional nuclear options by the combatant commands and USSTRATCOM, based on CJCS guidance. (CJCS EAP Vol VIII)

vv. Issues guidance for managing nuclear weapons stockpile database; reviews and processes weapon system nuclear safety rules; monitor nuclear weapon surety programs; issues guidance for nuclear weapon recapture and recovery; maintains the Joint Nuclear Accident/Incident Response Team; develops, staffs, and publishes CJCS policy and procedures governing the authentication and safeguarding of nuclear control orders; and oversees Permission Action Link programs of the combatant commands. Allocates the nuclear weapons stockpile. Serve as the Joint Staff single POC for Personnel Reliability Program (PRP) policy. (DODD S-5210.81, pg 6, paras 4.e.(10) and (11); PDD-60; NUWEP 99)

ww. Develops and manages cryptographic support systems necessary to execute NCA or CJCS nuclear control orders. Monitor unified commands' cryptographic systems developed to support the NCA in this mission. (DODD S-5210.81, pg 6, paras 4.e.(10) and (14))

xx. Conducts staff assessment visits to applicable CINC command centers to assist in training and to inspect and evaluate their EAP and use of sealed authentication systems (SAS). (DODD S-5210.81, pg 6, paras 4.e.(9))

yy. Serves as the as the POC within the Joint Staff for all operational, nontechnical J-6 matters involving compatibility for joint operations among strategic and tactical C2 systems, including systems being developed by the Services and system requirements and acquisitions of the combatant commands. (DODD S-5210.81, pg 5, paras 4.a. and CJCSI 6721.01, 1.e.4)

zz. Provides Joint Staff oversight of USSTRATCOM and USSPACECOM Mobile Consolidated Command Center (MCCC) platforms. (DODD 5100.30, pg 6, para VI.B.1.)

aaa. Serves as the Joint Staff focal point for all operational aspects of early warning systems. Ensure that detection, identification, and tracking systems are employed to detect, identify, and track potential threats to North America. Ensure operational system integrity and accuracy of the information it provides to advise the NCA. (DODD S-5210.81, pg 6, para 4.e. (7); CJCSM 3410.01, pg C-A-A-4, para 3.r.; PDD-60; NUWEP 99; PDD-49; and DODD 3100.10)

bbb. Serves as the Joint Staff focal point for all operational matters pertaining to chemical warfare (CW) and nuclear, biological and chemical (NBC) defense. (CJCSM 3410.01, pg C-A-A-3, para 3.f.)

ccc. Provides operational assessment of the capabilities of the NC4 System to support the National Military Command System (NMCS) and strategic or theater force elements in accomplishing their EAP-CJCS responsibilities (POLO HAT). (DODD S-5210.81, pg 6, paras 4.c.)

ddd. Serves as Joint Staff OPR for coordination with the Nuclear Command and Control Support Staff. Act as secretary of the Nuclear Command and Control Executive Review Committee (ERC). (CJCSM 3410.01, pg C-A-A-5, para 3.x.)

eee. Exerts oversight of the national Nuclear Planning and Execution System (NPES) Program as the NPES configuration management board chairperson. (DODD S-5210.81, pg 6, para 4.c.)

fff. Maintains close liaison with USSTRATCOM for planning and developing the Single Integrated Operation Plan (SIOP). Coordinates in

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the development of nuclear weapons employment policy and planning guidance, safeguards the SIOP and related documents, provides SIOP advice to CJCS and NCA, and acts on matters concerning the operations of nuclear warfare and nuclear C2 systems. (DODD S-5210.81, pg 6, paras 4.e.(2) thru (5); PDD-60; and NUWEP 99)

ggg. In conjunction with J-6 technical systems support, be responsible for the operation and manning of NMCS, ensuring that system operations teams serve the NCA effectively in the execution of their strategic direction functions. Define the scope and components of NMCS and complete assigned functions necessary for the improvement, design, management, and operation of NMCS. (DODD 5100.30, pg 6, para VI.B.1. through VI.B.3.; J-33A CCSD (NSDD 281; DODD S-5210.81, pg. 6); PDD-60; NUWEP 99; and title 10, USC)

hhh. Serves as the Joint Staff focal point for National agency and CINC meteorological and oceanographic (METOC) policy, doctrine, and training and for operational METOC matters. Review and coordinate METOC support provided by Military Services and other Government agencies that affect CINC operational capabilities. Serve as the Joint Staff POC for issues involving environmental satellites. (CJCSI 3810.01A and DODD 5100.1, para 4)

iii. Serves as Joint Staff focal point for DOD mobile reconnaissance operations and issues and sensitive reconnaissance operations policy. (DepSecDef memorandum; SRO; and CJCSI 3250 series)

jjj. Serves as the Joint Staff focal point and OPR for all matters associated with military support to the national drug interdiction effort pursuant to the National Security Strategy, the National Military Strategy, and the National Drug Control Strategy. Reviews operations, plans, and procedures relating to DOD counterdrug (CD) efforts worldwide. (title 10, USC, section 124; NDAA89; and JP 3-07.4)

kkk. Provides Joint Staff representation to interagency CD meetings and coordination groups as required. (NICCP)

lll. Validates and prioritizes CINC, Service, and Defense agency CD projects and represents them during the CD Program Objective Memorandum (POM) and Budget processes with OSD DEP & S. (annual POM and budget guidance from OSD DEP & S and JP 3-07.4)

mmm. Serves as the Joint Staff focal point for matters, less C4 and intelligence, concerning current space operations and procedures. Maintains cognizance of all space systems that have a military use,

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coordinates on the operational requirements and considerations for new space systems, and collaborates with appropriate Joint Staff directorates on current operations and procedures and the development of operational requirements and considerations for space systems. (PDD-49 section III para 3 (a-h) and DODD 3100.10 para 5.8.4)

nnn. Serves as the Joint Staff focal point for coordinating all operational matters concerning the NRO. Maintains close liaison with the NRO and USSPACECOM on the operational status of all space systems, the impacts on ongoing and planned operations, and the planning and development of future systems and capabilities. (SecDef memorandum x52052 1/26/90 and DODD S-5210.81, pg 6, para 4.e.(7))

ooo. Serves as the Joint Staff principal POC for operational matters pertaining to offensive, defensive, and passive defensive measures required to deter and/or defeat an attack on North America or in a theater of operation as by ballistic missiles, cruise missiles, and/or fixed-wing aircraft. (per J-3 direction)

ppp. Serves as the Joint Staff principal POC for operational matters relating to interoperability. With a focus on achieving improvements in interoperability, leads the development of the Joint Operational Architecture (JOA) in coordination with the Services, unified commands, and appropriate Defense agencies, and organizes it around approved joint mission areas (JMAs). (CM-1014-00)

qqq. Serves as the Joint Staff focal point for all special technical operations (STO) matters, sensitive DOD support to/from non-DOD government agencies, offensive and defensive computer network operations, PSYOP, and civil affairs. (DODD S-3321.1 and CJCSI 3110.05B)

rrr. Develops and reviews joint operational policy, doctrine, guidance, plans, and programs for all aspects of information superiority (IS) to include, PSYOPs, electronic warfare (EW), computer network attack, and computer network defense. (CJCSI 3210.01A)

sss. Responsible for integration and synchronization of information operations deliberate and crisis action campaign planning and special technical operations support for CINC and NCA plans and operations. (DODD 5100.1)

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ttt. Advises CJCS on use of perception management to achieve national, strategic, and theater military objectives as well as prepare plans as directed. (DODD 3321.1)

uuu. Serves as the Chairman's Joint Staff point of contact for all operational IS-related matters. (per J-3 direction)

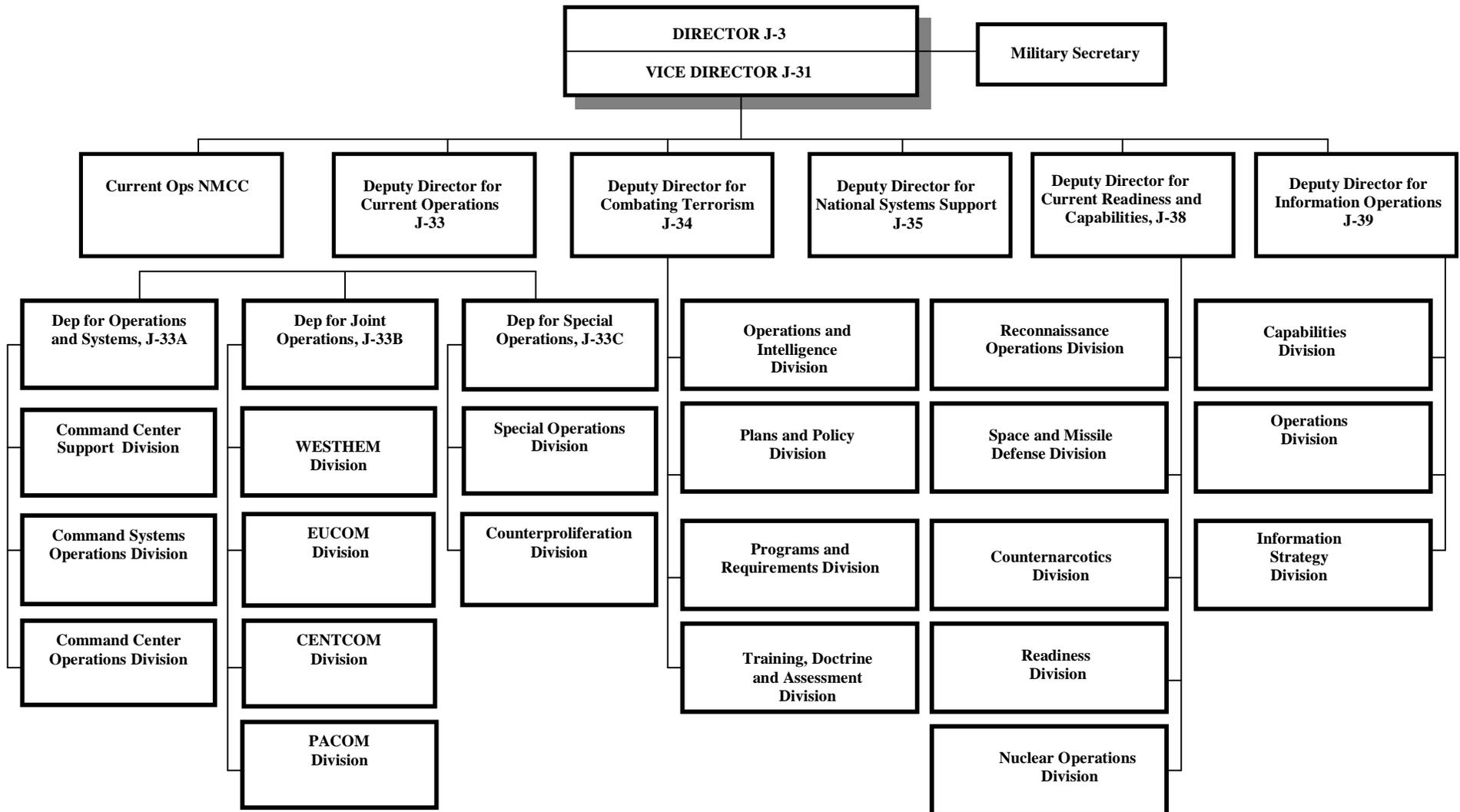
vvv. Serves as the flag officer for the IS JWCA. (CJCSI 3137.02 and CJCSI 5123.01A)

www. Responsible for the coordination and oversight of apportioned special access programs in support of warfighter requirements. (CJCSI 3120.08)

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APPENDIX TO ENCLOSURE G
ORGANIZATION CHART -- J-3

OPERATIONS DIRECTORATE



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ENCLOSURE H

LOGISTICS DIRECTORATE (J-4)

1. Mission. The Director, J-4, is charged with providing assistance to the Chairman by:

- (a) Establishing joint logistics doctrine.
- (b) Providing logistics parameters for strategic and contingency plans development.
- (c) Developing logistics, environmental, mobility, and mobilization instructions and annexes in support of strategic and contingency plans.
- (d) Maximizing the logistics capabilities of the combatant commands, to include developing strategic mobility, mobilization, medical readiness, civil engineering, and sustainment policies and procedures to support combat forces.
- (e) Maintaining a logistics and mobility asset prioritization capability for contingency operations.
- (f) Performing logistics studies, assessments, and analysis.
- (g) Advising on critical logistic requirements in PPBS, to include developing alternative budget recommendations.
- (h) Planning and providing guidance for security, humanitarian and disaster assistance logistics, and support to civil emergency agencies.
- (i) Reviewing the logistics and mobilization plans and programs of the Services and the combatant commands to determine their adequacy.
- (j) Providing direction and guidance to the Military Services and combat support agencies for preparing logistics and mobilization plans.
- (k) Establishing combined logistics strategy, doctrine, and plans.
- (l) Operating an LRC to execute the logistics aspects of current and future operations and short-notice emergencies and contingencies for the NCA and CINCs.

(m) Integrating logistics information system requirements across joint programs and between logistics and other combat-support functional areas.

(n) Overseeing, directing, coordinating, and implementing needed improvements to the Joint Development Process.

2. Organization. J-4 will consist of a Director, a Vice Director, two Deputy Directors, an executive officer, EA, appropriate subordinate divisions, and an LRC. Each Service will have approximately equal representation by rank, number, and importance of billets throughout the directorate.

3. Authority. J-4 is under CJCS authority and direction and is subject to the supervision and guidance of the Director, Joint Staff.

4. Functions

a. Provides oversight for the development of deliberate and crisis action contingency and operational plans. Develops and coordinates joint Service doctrine for health service support; Force Health Protection (FHP); medical response to weapons of mass destruction (WMD) and nuclear, biological, and chemical (NBC) warfare; consequence management; environmental health and surveillance; interagency medical support; preventive medicine; medical information management/information technology; and patient evacuation. (DODD 6000.12)

b. Serves as the focal point for Assistant Secretary of Defense (Health Affairs), combatant commands, and the Services regarding healthcare policy, planning, programming and exercises. (DODD 5136.1; JP 4-02; JOPES Vols I, II; DODD PPBS)

c. Prepares medical input for selected CJCS programs (JSM 5100.1); coordinates with NATO on medical/healthcare issues. (title 10, Military Committee 335)

d. Provides Joint Staff liaison support to United States Agency for International Development Panel (PDD 56, J-Director directed) and Chairperson, Quadrennial Defense Review Sustainment, Mobility, Infrastructure Medical subpanel. (J-Director directed)

e. Provides medical parameters for strategic operational and contingency plans development; mobilization, hospitalization, patient evacuation, veterinary, dental, and instructions and annexes in support

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of strategic and contingency plans; acts as liaison for the combatant commands surgeons; plans and provides medical guidance for security, humanitarian and disaster assistance operations, and support to civil emergency agencies; provides direction and guidance to the Military Services and combat support agencies for preparing medical plans (DODD 6000.12, JP 4-02, JOPES Vols I, II); coordinates medical intelligence needs with the Armed Forces Medical Intelligence Center (DODD 6420.1, JP 4-02).

f. Provides assistance to the Chairman on issues related to the implementation of the TRICARE campaign plan (CJCS directed); coordinates health care and medical issues with OSD, combatant commands, Services, and other federal agencies (DODD 6000.12; JP 4-02). Advises on critical medical requirements in PPBS, to include developing alternative budget recommendations (DODD 5136.1; DODD PPBS); and support to civil emergency agencies (JP 4-02); also serves as the Joint Staff point of contact for Office of the Special Assistant to the Secretary of Defense for Gulf War Illnesses Medical Readiness and Military Deployments issues and actions. (J-Director directed)

g. Establishes joint medical and FHP doctrine; writes and markets the Force Health Protection Joint Vision; develops metrics in support of FHP. (DODD 5136.1; JP 4-02; *Joint Vision 2010*)

h. Develops environmental health and surveillance and preventive medicine instructions and annexes in support of strategic operational and contingency plans (DODD 6490.2; JP 4-02); coordinates with the of the Anthrax Vaccine Immunization Program (DODD 6205.3); coordinates with the other Joint Staff directorates on WMD/NBC issues (J-Director directed); coordinates with the Armed Forces Radiobiological Research Institute, US Army Medical Research Institute of Infectious Diseases, and the US Army Medical Research Institute of Chemical Defense on WMD/NBC issues. (DODD 6205)

i. In collaboration with the J-3, recommends policies and actions to resolve issues raised in the JMRR. (CJCSM 3401M; CJCSI 3401.01B)

j. Coordinates for J-4 Joint Strategy Planning System and Focused Logistics Process. (CJCSI 3010.01; CJCSI 3010.02)

k. Coordinates for J-4 Doctrine Process. (CJCSI 3100.01, JP 4.0)

l. Coordinates for J-4 PPBS. (CJCSI 8501.01)

m. In collaboration with the Director, J-8, recommends logistics sustainability, strategic mobility, medical matters, and mobilization implications or shortfalls for consideration by the Chairman in support of DOD PPBS and JROC/JWCA. (CJCSI 8501.01)

n. Reports to the Chairman significant logistics, sustainability, mobility, medical, civil engineering, and mobilization deficiencies affecting the capability of military forces involved in the CINC operational activities. Monitors critical logistics deficiencies and strengths discovered during planning. Assesses the effect of deficiencies on meeting national security objectives and policy on strategic plans. (CJCSM 3401M; CJCSI 3401.01B)

o. Responsible for coordination of J-4 actions in support of officially sponsored, internal DOD organizations such as the Logistics Reengineering Senior Steering Group, Joint Logistics Commanders Conference, and similar internal organizations. (JSI 5410.01)

p. Serves as the J-4 central point of contact to jointly coordinate Joint Vision, and Focused Logistics. Monitors, participates, and supports Campaign Plan development and execution of Joint Forces Command Joint Experimentation and DOTMLPF integration in meeting the Chairman's vision of Focused Logistics. Executes Director, J-4 (DJ4), EA responsibilities in implementing Joint Vision Focused Logistics and executes DJ4 responsibilities as the Functional Process Owner (FPO) for "F" - Facilities in DOTMLPF. In collaboration with the CINCs, Services, Defense agencies, and the Joint Staff, is responsible for the continual joint refinement of the Focused Logistics 21st Century Challenges and desired operational capabilities (DOCs). (CJCSI 3010.02A)

q. Coordinates logistics automated information systems policy, procedures, implementation plans, and interoperability standards for compliance with the Defense Information Infrastructure Common Operating Environment (DII COE). (Joint Planning Document FY02-06; FY2000 Defense Planning Guidance; J-4 directed)

r. Reviews and prioritizes joint functional logistics information requirements and provides joint functional policy management and oversight to ensure integration and synchronization of GCSS across Military Services and Defense agencies. (CJCSI 6723.01)

s. Provides management oversight for Service and CINC implementation of Logistics Transformation plans in accordance with Defense Reform Initiative Directive #54 (DRID #54)

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t. Provides oversight to several key information technology enablers such as automatic identification technology (AIT), the Common Access Card (CAC), the Transportation Coordinators' Automated Information Movement System (TC-AIMS II), the Joint Functional Requirements Generator II (JFRG II) and the Joint Theater Logistics Advances Concepts Technology Demonstration (JLACTD) (*JV 2020*, CJCSI 3020.01, J-4 directed)

u. Responsible for initiating actions to execute movements in support of disaster relief, contingencies, and emergencies, as well as monitor movement aspects of reserve unit deployments. (JP 4-01)

v. Serves as Joint Staff POC for mobility programs to secure sufficient transportation resources for the Nation's force projection requirements, including airlift and sealift. (JP 4-01, JP 4-01.2)

w. Reviews and analyzes SecDef guidance and decisions in transportation policy to assess impact on airlift resources and strategic mobility support available to USTRANSCOM and TCCs. (JP 4-0; JP 4-01)

x. Serves as the point of contact for sealift mobility issues within the Logistics Directorate including actions during crises, contingencies, or emergencies. (JP 4-0; JP 4-01.2)

y. Authors and coordinates the development of joint transportation sealift and afloat pre-positioning doctrine and policy guidance. (JP 4-01, JP 4-01.2)

z. Joint Staff POC coordinating joint logistics over-the-shore (JLOTS)-related issues. (JP 4-01)

aa. Serves as Joint Staff POC for domicile-to-duty transportation policy and eligibility issues including senior executive and spouse travel and exceptions to policy requests. (JP 4-01)

bb. Oversees the preparation of CJCS strategic mobility policy and guidance for use by the CINCs and the Service Chiefs in preparing plans, including the preparation of the Mobility Supplement to the Joint Strategic Capabilities Plan (Joint Strategic Planning System (JSPS)).

cc. Provides a single POC on the Joint Staff for the combatant commands, Services, Defense agencies, and the Joint Staff to facilitate force projection and distribution-related improvement actions and initiatives. (CJCSI 3202.1A)

dd. Fulfills Joint Staff responsibility for centralized management of efforts to horizontally integrate and collaborate projects to enhance the Joint Deployment and Distribution Process with efficiency while maintaining current effectiveness. (CJCSI 3202.1A)

ee. Maintains the Joint Deployment and Distribution Process Improvement database. (SecDef Charter for USJFCOM as the Joint Deployment Process Owner approved on 15 November 1999)

ff. Co-chairs the Global Command and Control System Force Projection Working Group. (CJCSI 6721.01A)

gg. Serves as the principal adviser for joint and combined logistics and mobilization matters on the Joint Staff. (JP 4-05 and 4-05.1)

hh. Oversees the preparation of joint logistics and mobilization studies, estimates, and plans. (JP 4-0)

ii. Oversees the preparation of the logistics sustainability objectives needed to support the strategy and force structure recommended by the Joint Staff in JSPS process. (JSPS)

jj. Oversees the preparation of Joint Staff recommendations for appropriate logistics sustainability and mobilization direction and guidance for the Military Services. (JOPES Vols I, II)

kk. Issues joint logistics sustainability planning and mobilization guidance for use by the CINCs, Service Chiefs, and Director, DLA, in preparing respective detailed plans. (JOPES Vols I, II)

ll. Conducts joint logistics sustainability, analyses associated with assigned functions. (JSCP; JOPES Vols I, II)

mm. Serves on the Joint Materiel Priorities and Allocation Board (JMPAB) that recommends the allocation of materiel resources among the Services and Defense agencies, acts upon requests for modification in force activity designators, and reviews recommendations for inclusion in the DOD Master Urgency List (MUL). (CJCSI 4110.01A)

nn. Serves as the Joint Staff POC for OSD joint industrial surge planning. (50 USC, appendix 2062)

oo. Provides guidance regarding all sustainability issues, including war reserves. (JOPES Vols I, II)

pp. Serves as the Joint Staff POC for mortuary affairs policy. (JP 4-06)

qq. Serves as Joint Staff representative to the Joint Service Material Group (JSMG) for NBC logistics issues. (Joint Service Agreement on Joint Nuclear, Biological, and Chemical Defense Management, August 1994)

rr. Serves as the Joint Staff POC for bulk petroleum and water policy. (JP 4-03; DODD 4140.25)

ss. In conjunction with the OSD, provides Joint Staff policy and guidance to the CINCs, other USG agencies, and allied nations on matters relating to international logistics during times of war, natural disasters, foreign humanitarian assistance (HA), disaster relief, peacekeeping operations, and other contingencies. (DODD 5100)

tt. Provides a single point of contact for each CINC, the Military Departments, the Military Services, and other DOD, and USG agencies in order to facilitate international logistics and initiatives. (DODD 5100)

uu. In collaboration with OSD, Military Departments, and Military Services, identifies DOD assets for drawdown and diversion to other allied nations as part of the Foreign Assistance Act of 1961. (DODD 5100)

vv. Collaborates with OSD to provide joint policy guidance to each CINC regarding Acquisition and Cross-Servicing Agreements in support of allied nations during natural disasters, foreign humanitarian assistance, disaster relief, peacekeeping operations, and other contingencies. (DODD 5100)

ww. Serves as the Joint Staff focal point for the HA programs. Collaborates with OSD to recommend HA budget proposals in support of the CINC HA Program. (DODD 5100)

xx. Supports the CINCs by providing joint policy on interagency processes regarding international logistics, humanitarian assistance, and disaster relief. (DODD 5100)

yy. Collaborates with the J-7 Directorate and other participants to oversee the design of logistics mission-essential taskings for command post, field, and mobilization exercises sponsored or supported by the Chairman. Provides J-4 personnel in support of CJCS Exercise Evaluation Program. (DODD 5100)

zz. Organizes and directs the biennial Focused Logistics War Game. (DODD 5100)

aaa. Serve as the multinational logistics support concept developer and enabler for Focused Logistics. (DODD 5100)

bbb. Represents the US military at international logistics conferences to include the Senior NATO Logisticians Conference, International Logistics Staff Talks, Combined Logistics Committee, Pacific Area Senior Officer Logistics Seminar, and Korea Logistics Cooperation Meeting. (DODD 5100)

ccc. Manages and oversees execution of and process reprogramming actions for worldwide Exercise-Related Construction (ERC) program. (JP 4-0; title 10)

ddd. Supports Service military construction (MILCON) and Host-Nation Funded Construction (HNFC) programs. (MILCON: DODD 4270.5; title 10, USC; HNFC; DODD 4270.34)

eee. Addresses and coordinates resolution of installation readiness issues (RPM, QOL, DOD Readiness Reporting Standards) with Service component and combatant command (DODD 4001.1 and DODD 4165.6; JSI 7200.01) Base Realignment and Closure: assesses impact of closures and realignments on ability of installations to support joint warfighting. (DODD 4165.66)

fff. Coordinates Contingency Construction Funding to support Service component and combatant command operations. (DODD 4270.36; Title X)

ggg. Provides input on JMRR infrastructure assessments from Service Components and combatant commands. (DODD 5100.1; title 10) and act as CJCS subject matter expert (SME) for Army, Navy, Marine Corps, Air Force, and Reserve and Guard engineer matters. (DODD 5100.1)

hhh. Assesses engineer capabilities and force structure and identifies engineer shortfalls that impact on ability to support National Military Strategy. (JP 3-07.3; Title X)

iii. Supports all Focused Logistics Desired Operational Capabilities (DOC) -- Engineer 2010/2020 Capabilities. (title 10; DODD 5100.1)

jjj. Develops and updates Joint Engineer Doctrine SME support to engineer interoperability.

kkk. Updates inputs to *JV 2020/Focused Logistics/Agile Infrastructure* -- Engineer Initiatives. (title 10; DODD 5100.10)

lll. Reviews engineer deliberate planning -- Civil Engineer Support Plans (CESP). (title 10; DODD 5100.1)

mmm. Acts as SME for impact of international treaties on military operations and training. Examples include Basel Convention and Climate Change Treaty. (DODD 4715.1; JSI 3820.01B)

nnn. Manages DOD-funded combatant command environmental engagement programs such as Defense Environmental Security International Cooperation (DESIC) Program. (DODD 4715.1; JSI 3820.01B)

ooo. Oversees Unexploded Ordnance (UXO)/Range Management/OEESCM programs. (DODD 4715.11)

ppp. Acts as SME for environmental and population encroachment on military operations and training areas. (JSI 3820.01B)

qqq. Provides oversight of combatant command OPLAN Environmental Annexes. (DODD 4715.9; JSI 3820.01B)

rrr. Coordinates daily with the J-3 Joint Operations Division(JOD) and Special Operations Division (SOD) to resolve CINC and Service-related current logistics issues. (JSM 5100.01A; JP 4-01)

sss. Monitors emerging worldwide events, develops options/provides recommendations to the NCA, and tasks CINCs to provide support as authorized by the Secretary of Defense. (JSM 5100.01A; JP 4-01)

ttt. Acts as POC for J-4 current operations, interfacing daily with a host of organizations within the interagency and OSD. These organizations include DOS, DOJ (FBI), DOE, OFDA, DLA, OSD, Executive Secretariat, USD (Policy), ASD (Special Operations-Low Intensity Conflict), and the Defense Security Cooperation agency (DSCA). (JSM 5100.01A/JP 4-01/JP 3-08/CJCSM 3430.01)

uuu. Serves as the co-chairman of the Movements IWG with senior representation from USTRANSCOM. The Movements IWG coordinates training and education for interagency users of DOD airlift. (JP 4-01.3)

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vww. Serves as sole CJCS validator for Special Assignment Airlift Missions and OCONUS fixed-wing operational support airlift.

www. Serves as Joint Staff single point of contact for CJCS Project Codes, working closely with J-3, J-5, J-6, and the Services on the issuance of these codes during crisis and deliberate planning operations. (DOD 4000.25-1-M; CJCSI 4120.01A)

xxx. Serves as Joint Staff (J-4) point of contact for logistic response to disasters and for humanitarian relief requests. (JP 4-01.1; JSM 5100.01A; CJCSI 3107.01)

yyy. Manages logistic and mobilization actions during periods of national emergency, heightened international tensions, exercise, or when unique situations require intensive logistic management. (JSM 5100.01A; CJCSM 3430.01)

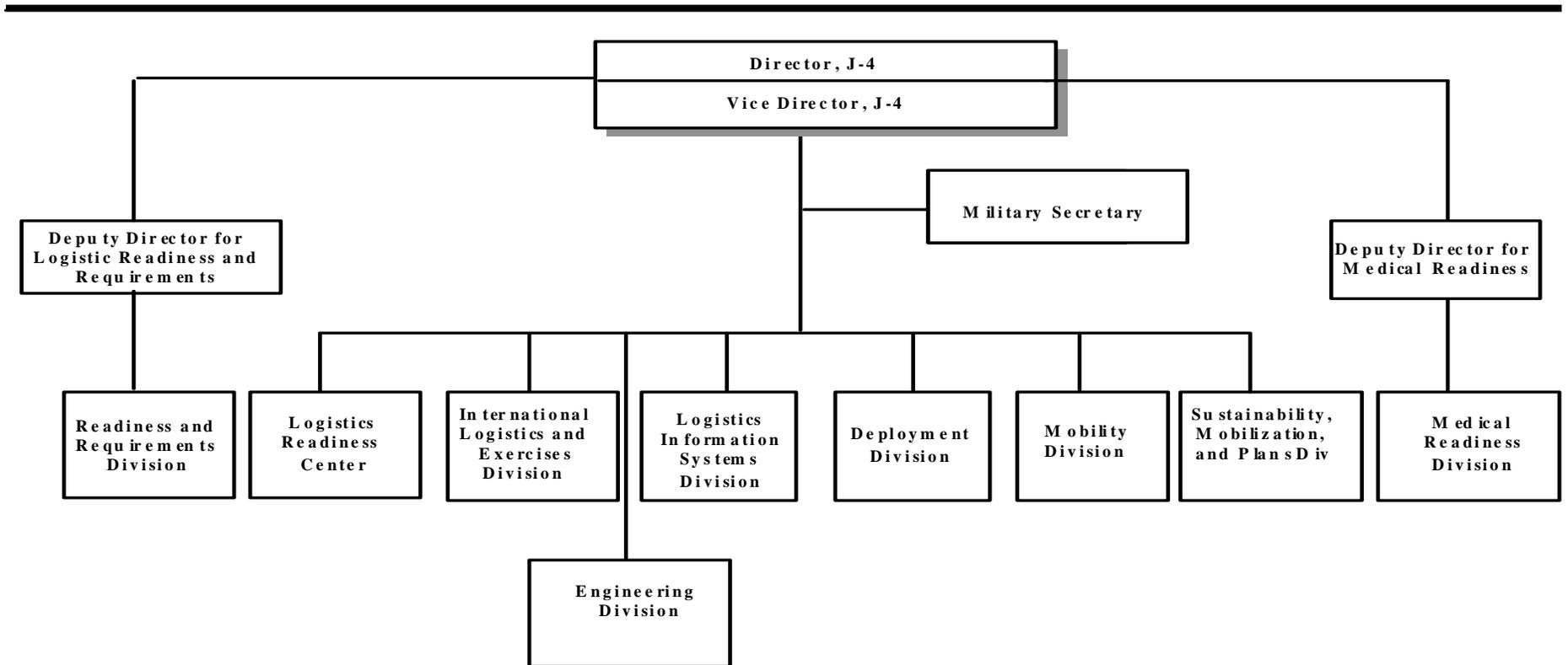
zzz. Provides the Director J-4, or designated representative, with a core staff and the facilities necessary to meet the requirements of the Chairman of the Joint Chiefs of Staff and NCA during a crisis.

aaaa. Serves as the J-4 crisis management organization with appropriate incremental augmentation for expansion from a small response cell to a full crisis center depending on the nature of the situation.

bbbb. Convenes the JMPAB and JTB as required, reviewing and resolving logistic conflicts.

APPENDIX TO ENCLOSURE H
ORGANIZATION CHART -- J-4

LOGISTICS DIRECTORATE



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ENCLOSURE I

STRATEGIC PLANS AND POLICY DIRECTORATE (J-5)

1. **Mission.** The Director, J-5, is charged with providing assistance to the Chairman of the Joint Chiefs of Staff by:
 - a. Preparing joint strategic plans, documents, and studies on current and future military strategy.
 - b. Providing information, analysis, guidance, and recommendations on politico-military matters and joint policy.
 - c. Preparing positions on international negotiations.
2. **Organization.** J-5 consists of a Director, Vice Director, Executive Officer, six Deputy Directors (with subordinate divisions and branches), a United States National Military Representative to SHAPE, a US Delegation to the United Nations Military Staff Committee, a Long-Range Planning Cell, and a Management Division/Military Secretariat. Each Service will have approximately equal representation by rank, number, and importance of billets throughout the entire directorate. The Director, Vice Director, and six Deputy Directors will be G/FOs. These positions are nominative billets. The Director and Vice Director will be from different Services.
3. **Authority.** Under the authority and direction of the Chairman and subject to the supervision and guidance of the Director, Joint Staff.
4. **Functions**
 - a. Develops recommendations on strategy, strategic concepts, required military capabilities, and politico-military matters, including security assistance and security arrangements with allies. (title 10, USC; PDD/NSC-34; DODD 5100.1; DODD 5105.38-M; CJCSI 2110.01A; CJCSI 3100.01A; CJCSM 3113.01)
 - b. Prepares, in collaboration with J-2, J-3, J-4, J-6, J-7, and J-8, as appropriate, joint strategic plans and documents, joint strategic studies, and related staff work on current and future military strategy and policy. (DODD 5100.1; CJCSI 3100.01A)
 - c. Serves as OPR within the Joint Staff for review and comment on the Defense Planning Guide (DPG), National Security System (NSS), and those JSPS documents assigned to J-5. In collaboration with all Joint

Staff directorates, develop illustrative planning scenarios for DPG.
(DODD 5100.01; CJCSI 3100.01A)

d. Reviews or prepares policy guidance with respect to structures, policies, and functions of military organizations established in support of NATO and other treaty organizations. (CJCSI 2010.01B)

e. Serves as the Joint Staff OPR for the theater engagement planning process. (CJCSM 3113.01A)

f. Provides policy guidance for preparing combined plans for military actions in conjunction with the armed forces of other nations and reviews such plans, as necessary. (CJCSI 5130.01A)

g. Collaborates with J-7 during the concept review of OPLANs tasked in the JSCP for preparation by the combatant commands and those commands and organizations reporting to the Chairman. (DODD 5100.1; CJCSI 3100.01A)

h. Provides concept review and approval of OPLANs evolving from bilateral politico-military negotiations. J-5 is the primary Joint Staff proponent for the concept review of OPLANs that are tasked in the JSCP for the first time. Those OPLANs will be decided on a case-by-case basis if bilateral politico-military negotiations are required. (DODD 5100.1; CJCSI 3100.01A)

i. In times of tension before, during, and after the advent of hostilities:

(1) Provides advice on current joint and combined military strategy to deter actions by an adversary detrimental to US national interests. If hostilities occur, J-5 will provide advice on joint and combined military strategy for the developing situation and on long-range possibilities to effect a favorable termination. (DODD 5100.1)

(2) Provides, in collaboration or coordination with J-3, J-4, J-7, and J-8, as appropriate, advice on the strategic possibilities to be considered when current plans have either been implemented or become impractical. (DJ-5 directed)

j. Provides strategic guidance for use by other Joint Staff directorates. (DJ-5 directed)

k. Develops recommendations concerning the formulation of national and theater nuclear weapons policy, including guidance for general and

limited employment of strategic and nonstrategic nuclear forces. (DODD 5100.1)

l. Prepares recommendations on the development, composition, stockpile stewardship, size, and worldwide deployment of the nuclear stockpile. (DODD 5100.1)

m. Recommends policy guidance concerning both the biological and chemical weapons conventions, NBC defense and employment, and stockpiling of riot control agents. (EO 11850; DODD 2060.1; CJCSI 3110.07A)

n. Prepares recommended positions concerning US policy and politico-military matters relating to individual countries, regional organizations, and international organizations. (DODD 5230.11)

o. Monitors regional and country affairs and prepare estimates, studies, and recommendations pertaining to politico-military matters, including improving US relations with other countries, projecting US views on foreign strategies and budgets, improving contributions to and participation in international organizations, and developing and funding security assistance programs, to include International Military Education and Training and Expanded International Military Education and Training. (CJCSI 2110.01)

p. Acts as liaison between the Chairman and the military missions of other nations at the UN. (CJCSI 2010.01; CJCSI 5111.01B)

q. Provides the CJCS representative to the Organization for Security and Cooperation in Europe (OSCE), the primary international organization through which the United States develops and implements cooperative security arrangements in Europe and the former Soviet Union. In that capacity:

(1) Provides recommendations and politico-military advice to the Chairman and other US interagency representatives on European security and conventional arms control issues. (DODD 5100.1)

(2) Provides military advice to the US Ambassador to OSCE and other US Mission personnel to advance US security interests in OSCE; (DODD 5100.1).

(3) Coordinates with OSCE and the delegations of 53 other participating states on military aspects of OSCE activities. (DODD 5100.1).

- r. Provides primary Joint Staff representation on interdepartmental committees and study groups considering questions of US policy of a politico-military nature. (DODD 5230.11)
- s. Provides representation to Joint Staff crisis action teams (CATs) responding to potential regional crises and conducts special studies and analyses of potential crisis areas, as required. (DJ-5 directed)
- t. Collaborates with J-3 on the policy and politico-military aspects of US policy and operations in combating terrorism, homeland defense, and information operations. (DJ-5 directed)
- u. Collaborates with J-4 on matters concerning rights, authorizations, and facilities arrangements in support of joint planning. (DJ-5 directed)
- v. Recommends policies on mission and functions and command relationships of joint organizations. (DODD 5100.1)
- w. Monitors, in collaboration or coordination with J-3, J-7, and J-8, those matters relating to joint concept testing and evaluation where results provide information with strategic implications. (DJ-5 directed)
- x. Provides, as necessary:
 - (1) Strategic guidance in requirements and developmental matters to be used in the preparation of integrated DOD programs. (DODD 5100.1)
 - (2) Statements of qualitative and quantitative military requirements to meet national security objectives. (DJ-5 directed)
 - (3) Recommendations concerning national and DOD policy on space- and ballistic-missile-related issues as well as interagency deliberations. (PDD/NSC-13)
 - (4) Recommendations on space and ballistic missile weapon systems, information, and technology requested or proposed for transfer to allies, friendly nations, or any other international organization or non-US entity. (PDD/NSC-13)
- y. Reviews, in collaboration or coordination with J-3, J-6, and J-8, development programs of the Services, combatant commands, and other Defense agencies that involve the continuation or creation of aerospace

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and missile defense programs. J-5 will recommend changes in these and other related systems and programs, as necessary, to ensure a coordinated development program for aerospace defense CONUS and other geographic areas. (DODD 5100.1)

z. Prepares coordinated military positions and provides support to projected and ongoing international negotiations that have actual or potential impact on national security. (DJ-5 directive)

aa. Provides liaison with other government agencies and the Chairman of the US Delegation to the United Nations Military Staff Committee (USUNMC) and advise the Joint Chiefs of Staff regarding matters of military importance in the UN. (UN Charter, Article 47; title 10, USC; EO 10108; DODD 5100.1)

bb. Maintains close liaison with DOS, USD(P), and such representatives as may be designated by the Chairman to represent them in the conduct of international negotiations. (DODD 2060.1)

cc. Provides representation for the Chairman in interdepartmental and interagency meetings or committees and international negotiations concerning arms control and disarmament, the law of armed conflict, maritime affairs, and international drug interdiction. J-5 will provide a representative to the JMPAB. (PDD/NSC-14; PDD/NSC-32; PDD/NSC-44; CJCSI 2420.01A; CJCSI 5810.01)

dd. Provides analyses, evaluations, and recommendations on policies and positions relating to US arms control and disarmament, NBC nonproliferation, security assistance, the law of armed conflict, maritime affairs, international organized crime, alien smuggling, multilateral sanctions use and enforcement, humanitarian assistance, and international drug interdiction. (DODD 2060.1)

ee. Serves as the Joint Staff POC on all policy and legislative aspects of security assistance, except logistic aspects. In collaboration or coordination with appropriate Joint Staff elements, Services, and DOD agencies, J-5 will prepare joint plans, policies, studies, and reports on matters pertaining to security assistance. (CJCSI 2110.01A)

ff. Provides representation to the Arms Transfer Management Group, DOD Security Assistance Board or any other interagency or interdepartmental panel tasked with policy, legislation, or budgetary responsibilities for security assistance, arms transfer policy, national disclosure policy, or export controls. (CJCSI 2110.01A)

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gg. Collaborates or coordinates, as appropriate, with J-4 on plans, policy, analysis, and preparation for negotiations for the employment of security assistance. (CJCSI 2110.01A)

hh. Serves as Joint Staff POC with US and foreign attachés or security assistance officers on policy issues (except logistics issues) relative to their respective countries. (CJCSI 2110.01A)

ii. Represents the Joint Staff on the National Disclosure Policy Committee. (DODD 5230.11)

jj. Exercises, within the Joint Staff, overall responsibility for NSC and interagency matters and provide Joint Staff representation to the NSC, OSD, DOS, and appropriate interagency committees of the NSC system. (National Security Act of 1947, as amended; PDD/NSC-2; DODD 5100.1; JSM 5715.01)

kk. Represents the Chairman and the Secretary of Defense in intra-governmental emergency planning, as directed. (DODD 3020.26P; CJCSM 3410.01; CJCSM 3430.01; DJ-5 directed)

ll. Prepares, in collaboration with J-4, guidance and policies relating to military support of civil defense and matters relating to civil defense. (DJ-5 directed)

mm. Represents the Joint Staff on international technology, goods, services, and munitions transfer issues by providing an operational and military mission impact assessment. Provides operational expertise and military judgment in interagency, national, and international forums on technology, goods, services, and munitions. Represents the Joint Staff on international technology transfer panels and subpanels. (PDD/NSC-34)

nn. Maintains readiness to expeditiously augment, as necessary, CATs constituted in response to potential or ongoing crises. (DJ-5 directed)

oo. Serves as the Joint Staff POC for, and collaborate with, Government agencies on the development of national policy concerning POWs/MIAs. (CJCSI 3290.01)

pp. Prepares recommendations on the assignment of primary responsibility for any function of the Armed Forces requiring such assignment and on the transfer, reassignment, abolition, or consolidation of such functions. (DODD 5100.1)

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- qq. Conducts Strategic Deterrence (Strat Det) JWCA for the JROC. (DODD 5100.1; CJCSI 3137.01A)
- rr. Conducts the CJCS review of the UCP. (title 10, USC; DODD 5100.1)
- ss. Conducts the CJCS review of the Roles and Missions of the Armed Forces. (title 10, USC; DODD 5100.1)
- tt. Reviews analyses of force structures and postures in support of the Chairman in his responsibilities to the Secretary of Defense and the President. (DODD 5100.1)
- uu. Coordinates appropriate studies and provides recommendations on the establishment, transfer, reassignment, abolition, or consolidation of military agencies, commands, or functions. (DODD 5100.1)
- vv. Serves as the POC for matters relating to the following international agreements or negotiations: Law of the Sea Convention, London Convention of 1972, Seabed Arms Control Treaty, Environmental Modification Convention, and UN General Assembly and International Red Cross discussions concerning the above matters. (DJ-5 directed)
- ww. Coordinates the CJCS semiannual CINCs' Conferences and semiannual CJCS Joint Staff Off-Site Meetings. (DJ-5 directed)
- xx. Collaborates or coordinates, as appropriate, with J-3, J-7, and J-8 on policies and plans for the development and employment of nonlethal weapons. (DODD 3000.3; CJCSI 3110.07)
- yy. Prepares and recommends policy procedures for the US Defense Representative (USDR) in foreign countries. Serve as the Joint Staff lead agency for establishing a USDR Program Review Board. (DODD 5105.57)
- zz. Responsible for providing guidance for visits to military installations and other areas of interest in the US by non-US officers assigned to the billets of Deputy Supreme Allied Commander, Europe; Commander in Chief, Allied Forces Central Europe; Commander in Chief, Allied Forces Northwest Europe; and Deputy Supreme Allied Commander, Atlantic. The CJCS Protocol Office will determine which of the Services or DIA will act as EAs for these visits. A G/FO will be designated by the DJS. Coordinate that portion of the visit taking place within the offices of the Joint Staff, Services, DIA, and OSD. (CJCSI 2212.01)

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aaa. Provides overall guidance and coordination of visits by students or staff members of foreign national or international defense colleges to the Joint Staff and serve as single POC within the Joint Staff. Coordinates participation of Joint Staff G/FO to host functions on behalf of the Chairman and monitor progress and details of the approved official itinerary outside Washington, D.C. (DJ-5 directed)

bbb. Reviews, coordinates, and collaborates on policy guidance and issues pertaining to the NATO Partnership for Peace (PfP) Program. Represents the Joint Staff on PfP policy issues with interagency and PfP CINC staffs at Headquarters, US Joint Forces Command and Headquarters, US European Command, and collaborate actions with J-4, J-6, J-7, and J-8. (DJ-5 directed)

ccc. Reviews, in collaboration with J-7, and coordinates on policy guidance and issues pertaining to the George C. Marshall European Center for Security Studies and the Center for Hemispheric Defense Studies. (DODD 3200.13; DJ-5 directed)

ddd. Prepares, in collaboration with DOS, USD(P), J-3, J-4, J-8, and CJCS Legal Counsel, guidance and policies relating to the conduct of noncombatant evacuation operations. (DJ-5 directed)

eee. Serves as principal member of the DOD Counterproliferation Council established to ensure that DOD implementation of CP efforts (development of strategy, doctrine, and force planning necessary to execute CP objectives) is integrated and focused. (DODD 2060.2)

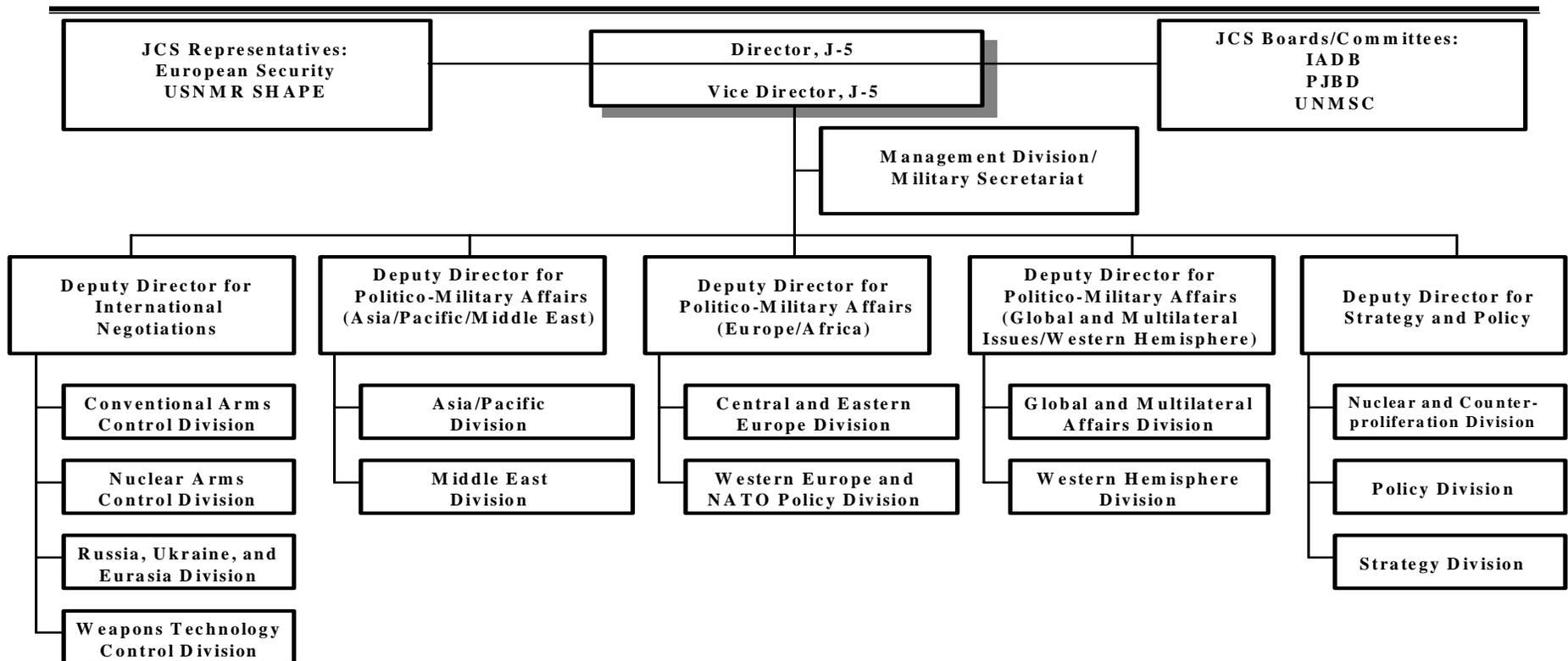
fff. Acts as the Joint Staff OPR for the periodic process to assess long-term deployments in coordination with the OUSD(P). (DJ-5 directed)

ggg. Provides politico-military advice to the Chairman and Vice Chairman and on their foreign travel and counterpart visit programs. (JSI 5421.01)

APPENDIX TO ENCLOSURE I

ORGANIZATION CHART -- J-5

**STRATEGIC PLANS AND POLICY
DIRECTORATE**



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ENCLOSURE J

COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER
SYSTEMS DIRECTORATE (J-6)

1. Mission. The Director for Command, Control, Communications, and Computer (C4) Systems (DJ-6), provides advice and recommendations on C4 matters to the Chairman of the Joint Chiefs of Staff; develops policy and plans; monitors programs for joint C4 systems; ensures adequate C4 support to the CINCs, NCA, and all joint warfighters for joint and combined military operations; leads the C4 community, conceptualizing future C4 system architectures; provides direction to improve joint C4 systems; and oversees C4 support for the NMCS.

2. Organization. The J-6 consists of the Director, Vice Director, three Deputy Directors: C4 Command Operations (J-61), C4 Systems (J-62), and C4 Technology (J-63), each with subordinate divisions. The Director is also the Chairman of the Military Communications-Electronics Board (MCEB). The Director and Vice Director are G/FOs from the Military Departments.

3. Authority. Under authority and direction of the Chairman and subject to the supervision and guidance of the Director, Joint Staff.

4. Functions

a. Assesses joint military requirements C4; recommends improvements to C4 and associated policy and doctrine to enhance mission effectiveness and interoperability; and provides guidance on aspects that relate to C4 support in the conduct of joint operations. (DODD 5100.1)

b. Provides CJCS-validated C4 requirements, planning support, and C4 operational guidance (ASD(C3I), DOD agencies, Services, and combatant commands). Acts as principal adviser to the Chairman, in coordination with USD(AT&L), USD(P), and ASD(C3I), for prioritizing ongoing joint C4 programs and research and development (R&D) efforts. (DODD 5100.1; CJCSI 3170.01; section 181, chapter 7 of title 10, USC; CJCSI 5123.01; CJCSI 6212.01)

c. Exercises Joint Staff review, supervision, and cognizance over joint C4 matters. Recommends C4 system options relating to joint C4 systems for consideration by the Chairman and Secretary of Defense. (DODD 5100.1)

d. Assists the Chairman and Secretary of Defense in preparation of QDR. (section 118, chapter 2, title 10, USC)

- e. Acts as the Joint Staff coordination authority for IS to implement the *Joint Vision 2020*. (CJCSI 3010.01; CJCSI 3010.02; CJCSI 5120.01)
- f. Serves as the Joint Staff POC for C4 portion of the Defense Information Assurance Program. (section 2224, chapter 131, title 10, USC, which codified section 1043(a) of Public Law 106-65, 5 October 1999). (DODD required)
- g. Prepares C4 systems portions of the JSPS and provides CJCS C4 inputs to the DOD PPBS through the Director J-8. (CJCSI 3100.01)
- h. Sponsors of the Communications and Computers Environment, Joint Warfighting Capability Assessment. (CJCSI 3137.01)
- i. Serves as Joint Staff POC for reviewing Services and agencies IT budget requests with respect to Information Technology Systems and NSS. (DODD 7045.14; section 2223, chapter 131, title 10, USC)
- j. Provides centralized direction for C2 systems in coordination with the Joint Staff, Services, DOD agencies, and combatant commands and provides recommendations to OSD. Develops and implements policy, procedures, and doctrine for joint C2 systems and information systems with joint implications. (DODD 5100.1)
- k. Represents the Chairman as a member on the Combat Support Agencies Review Team. (section 193, chapter 8, title 10, USC; CJCSM 3150.27)
- l. Represents the Chairman as a member on the JMRR for C4 matters. (CJCSI 3401.01; section 482, title 10, USC; CJCSI 3401; CJCSI 6510.04)
- m. Allocates CJCS-controlled communications assets for use during real-world operations and perform all SATCOM apportionments, allocations, and adjudications on behalf of the Chairman. (CJCSI 6110.01)
- n. Advises the Director, Joint Staff, and J-3 on C4 readiness assigned to combatant commands to execute assigned missions and, in cases of deficiencies, recommends and implements corrective action. (DODD 5100.1)
- o. Evaluates operational feasibility and adequacy of C4 support for current joint war plans as well as emergency, contingency, and operational plans submitted by DOD agencies, combatant commands, and international treaty organizations, and initiates required corrective action.
- p. Evaluates the effectiveness of C2 systems of the NMCS and combatant commands. In collaboration with J-3 and J-7, directs or recommends new

procedures, programs, or systems to achieve improved capabilities. (DODD 5100.30)

q. Provides centralized direction and management of the nuclear C3 system. Evaluates plans to protect C4 equipment, facilities, and systems from nuclear effects and direct improvements to enhance survivability. (DODD S-5210; CJCSI 5119.01)

(1) Serves as a member to the Nuclear C2 System (NCCS) ERC. (Page 4 of DODD 3150.6, with Admin Reissuance Change 1)

r. Is responsible for improving NMCS C4 and ensures new C4 operate with existing systems. Develops, in collaboration with J-3, C4 requirements for the NMCS. Ensures that C4 are planned, programmed, and implemented in a timely manner, thereby ensuring that the operations of the NMCS serve the NCA effectively. Identifies obsolete systems for replacement. (DODD S-5100.44)

s. Provides the C4 staff for crisis, contingency, or emergency situations in support of J-3. (CAT Team Directive)

t. Develops and coordinates plans and procedures for C4 resource, damage, and residual capability assessment; reconstitution; and associated reporting systems, including civilian resources critical to support of military requirements. (CJCSM 3150 series)

u. Reviews C4 requirements submitted by CINCs and ensures adequacy and consistency with operational and logistic near- and long-term plans in coordination with J-3, J-4, and J-5. (DODD 5100.1; CJCSI 3170.01)

v. Ensures that life-cycle management (LCM) of joint C2 systems has the capability to support the NCA, OSD, Joint Staff, Services, combatant commands, Defense agencies, and any other entity that may comprise a joint operation. (DODD 5100.1)

w. Provides technical and programmatic oversight of the Global Command and Control System (GCCS) and GCSS to ensure timely and effective implementation of user requirements. In concert with other stakeholders, establishes policies and guidance for LCM, including program baseline controls, architectures and integration, configuration management, and capability fielding. Provides guidance to ensure responsiveness, functional compatibility, and standardization of subsystems within the GCCS environment. Ensures LCM of GCCS provides a seamless, responsive joint C2 system. (DODD 5100.1; CJCSI 6710. series; CJCSI 6730.01)

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- x. Establishes policies and criteria for testing, exercising, and managing joint C4 in collaboration with J-3 and J-7. (JP 1-01.1; JP 3-0; JP 6-0)
- y. Makes recommendations concerning protection of friendly and allied C4 from enemy counter-C4 activities. (CJCSN 3205; CJCSI 6510.01; CJCSI 3210.01; JP 3-13)
- z. Advises the Chairman on Reserve Component (RC) C4 matters. Provides advice and recommendations concerning use of RC resources to satisfy the C4 requirements of the combatant commands. (DODD 1235.10; DODD 1235.12; DODD 1235.6; DODI 1235.19; CJCSI 1301.1)
- aa. Develops policies, positions, and guidance on the overall C4 aspects of military space systems, including military SATCOM. (CJCSI 6250 series)
- bb. Acts as Joint Staff POC for reviewing and certifying C4 interoperability requirements for joint operations of tactical and strategic C4I systems, including systems being developed and acquired by the Military Services in coordination with combatant commands. (CJCSI 6212.01)
- cc. Promulgates policy and provides oversight to the Services and Defense agencies for development of C4 standards and architectural alternatives with supporting analysis to achieve C4 standardization and interoperability. (CJCSI 6212.01; chapter 145, title 10, USC; DODI 4120.24; DOD 4120.24-M)
 - Serves as one of the Tri-Chairs on the DOD Architecture Coordination Council (ACC) to establish comprehensive architectural guidance for all Department of Defense. (ACC memorandum, 14 January 1997, "Architecture Coordination Council (ACC)")
- dd. Validates requirements for proposed C4 systems and direct inclusion in the Global Information Grid. (CJCSI 6215.01)
- ee. Reviews and validates military COMSEC R&D requirements and validates operational requirements to encourage increased secure communications between combatant commands and allied nations. (CJCSI 6510.01)
- ff. Recommends US military positions for NATO C3 matters (including long-term Defense program; rationalization, standardization, and interoperability matters; and C2 architecture) that affect areas of C4. (CJCSI 6010.01)
- gg. Provides C4 guidance to US delegates and US members of international treaty organizations and delegations. (CJCSI 6010.01 and CJCSI 2010.01)

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hh. Provides the Joint Staff position on C4 portions of intelligence studies, plans, and policies relating to US and allied C4.

ii. Serves as Chairman of the MCEB and provide a permanent MCEB Secretariat. The MCEB supported by panels as appropriate by the Chairman. (DODD 5100.35; MCEB Pub 1.)

jj. Provides Joint Staff representative or serves as the Chairman of the Combined Communications-Electronics Board (CCEB) and a permanent staff member CCEB Secretariat. (see <http://www.dtic.mil/jcs/j6/cceb>)

kk. Oversees joint C4 education and training programs and C4-related research and studies. (DODD 5100.1; CJCSI 3500.01)

ll. Reviews requests for Joint Staff and joint papers, makes release determinations, and provides C4 information as appropriate. (DODD 5230.11; FOIA (5 USC 552))

mm. Develops, coordinates, and maintains C4-related CJCS publications, including C4 JPs. (DOD 5100.1)

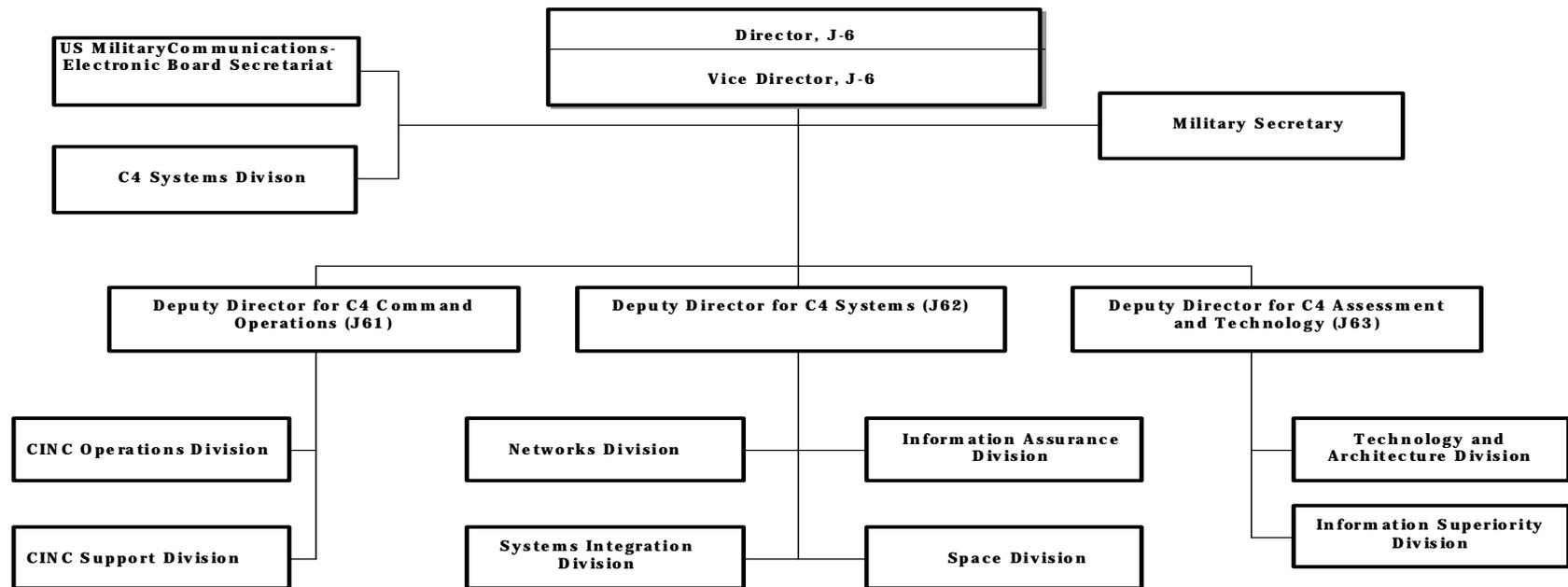
nn. Represents the Joint Staff on the DOD chief information officer (CIO) Executive Board. (DepSecDef memorandum, 31 March 2000)

oo. Serves as the joint community CIO (JC CIO). (CJCSI 8010.01)

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APPENDIX TO ENCLOSURE J
ORGANIZATION CHART -- J-6

COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER SYSTEMS DIRECTORATE



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ENCLOSURE K

OPERATIONAL PLANS AND JOINT FORCE DEVELOPMENT
DIRECTORATE (J-7)

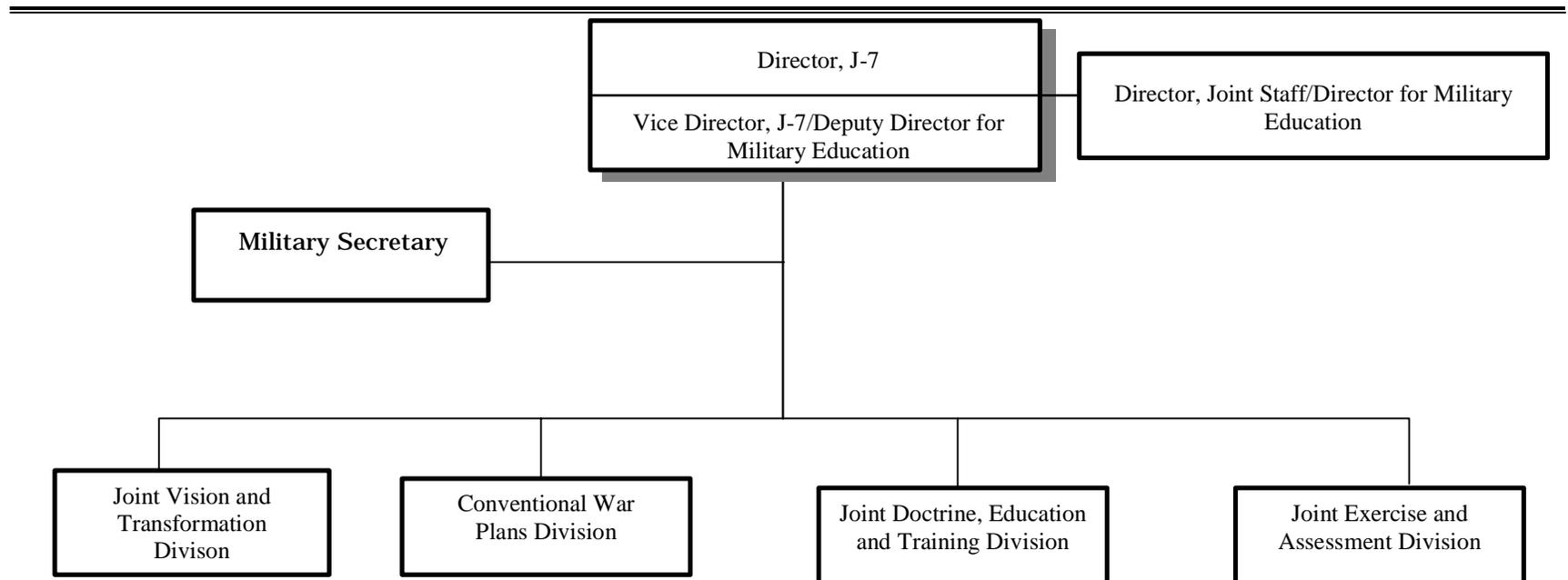
1. Mission. The Director, J-7 provides assistance to the Chairman by enhancing joint force development through war plans, doctrine, education, training, exercises, and the assessment of each through the observation of CINC and CJCS exercises and real-world operations.
2. Organization. J-7 consists of a Director, Vice Director, Executive Officer, and appropriate subordinate divisions and branches. The Vice Director is also Deputy Director for Military Education, Joint Staff, and in the performance of that duty, reports directly to the Director, Joint Staff. The Director and Vice Director will be from different Services.
3. Authority. J-7 is under authority and direction of the Chairman and is subject to the supervision and guidance of the Director, Joint Staff.
4. Functions
 - a. Acts as functional agent to support and facilitate the Chairman's transformation efforts. (SecDef and CJCS directed/instructed)
 - b. Pursues joint force development through joint doctrine; tactics, techniques, and procedures; education; training; war plans; and assessments. (section 153, title 10, USC; SecDef and CJCS directed/instructed; DODI 3200.13; DODI 5200.38; DODI 5200.34; DODI 5200.41)
 - c. Through the Joint Training System, joint exercise program, CJCS Assessment Program, and review of conventional war plans, assists the combatant commands, Joint Staff, Services, and OSD to exercise and improve the capability of US forces and combat support agencies to achieve strategic goals. (section 153, title 10, USC; CJCSI 3150.01A; CJCSI 3150.05; CJCSI 3150.25; CJCSI 3500.01B; CJCSI 3500.02B)
 - d. Facilitates addressing warfighting requirements needed in war plans, joint education, training, and doctrine. (section 153, title 10, USC; SecDef and CJCS directed/instructed)

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e. Formulates JPME policy and programs, conducts the PAJE, coordinates periodic review of all JPME curriculums, and provides Joint Staff oversight to Centers for Regional Security Studies. (section 153, title 10, USC; CJCS directed; CJCSI 1800.01; DODI 3200.13; DODI 5200.38; DODI 5200.34; DODI 5200.41)

APPENDIX TO ENCLOSURE K
ORGANIZATION CHART -- J-7

OPERATIONAL PLANS AND JOINT FORCES DEVELOPMENT DIRECTORATE



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ENCLOSURE L

FORCE STRUCTURE, RESOURCES, AND ASSESSMENT
DIRECTORATE (J-8)

1. Mission. The Director, J-8, provides support to the Chairman for developing force structure requirements; for conducting studies, analyses, and assessments; and for evaluating military forces, plans, programs, and strategies. The Director, J-8, serves as the JROC Secretary and as the Chairman of the Joint Requirements Review Board (JRB). In that capacity, the Director orchestrates Joint Staff support of the requirements development process and oversees the JWCA process. J-8 conducts joint, bilateral, and multilateral war games and interagency politico-military seminars and simulations. J-8 develops, maintains, and improves the models, techniques, and capabilities used by the Joint Staff and the combatant commands to conduct studies and analyses. J-8 assesses proposed changes to DOD acquisition policy, evaluates major acquisition programs including strategic programs and budgets, and represents CJCS and CINC interests in the defense acquisition management system and the PPBS.

2. Organization. J-8 consists of a Director, Vice Director, three Deputy Directors, and appropriate subordinate divisions, branches, and offices. The Director, Vice Director, and three Deputy Directors will be G/FOs or members of the Senior Executive Service. The military positions will be rotated among the Services.

3. Authority. The J-8 directorate operates under the authority and direction of the Chairman and is subject to the supervision and the guidance of the Director, Joint Staff.

4. Functions

a. Prepares appropriate strategic and theater force structure recommendations and alternatives for use in the development of military plans to support National strategy. (section 153, title 10, USC; CJCSI 3137.01A)

b. Prepares the appropriate JSPS documents to support implementation of Joint Staff force structure recommendations including force apportionment and assignment. Maintain liaison with OSD, the Services, DOD agencies, and combatant commands conducting studies and analyses related to these documents. (section 153, title 10, USC; CJCSI 3110.01C; CJCSI 3100.01A)

c. Supports the Chairman in his role as the principal military adviser to the NCA and as the CINCs' spokesman by providing assessments of joint force capabilities through the JWCA process. (section 153, title 10, USC; CJCSI 3137.01A)

d. Conducts analyses to assist the Chairman in developing recommendations to the Secretary of Defense regarding force planning as required by the JSPS and the PPBS. (section 153, title 10, USC; CJCSI 3110.01C)

e. Prepares appropriate military assessments for use by the Chairman in responsibilities to the Secretary of Defense. Maintain contact with OSD, combatant commanders, and Services as required to formulate comprehensive joint military assessments. (section 153, title 10, USC; CJCSI 3137.01A; CJCSI 3170.01A; CJCSI 8501.01)

(1) Assesses Service and agency POMs and the draft DPG.

(2) Supports the CJCS title 10 function of providing the Secretary of Defense with alternative program recommendations within existing resource guidance to ensure Service and agency POMs conform to strategic plans and CINC priorities.

(3) Drafts the Chairman's Program Recommendation and the Chairman's Program Assessment.

(4) Performs other assessments as required.

(5) Provides an integrated resource and force capability analysis to support the Joint Staff in developing constrained strategies and military options.

f. Conducts tradeoff analyses between force effectiveness and alternative resource distributions. (CJCSI 3100.01A)

g. Provides independent cost and budget analysis capability for the Chairman, Vice Chairman, and the Joint Staff. (CJCSI 8501.01)

h. Evaluates effects of manpower policy and program issues on joint warfighting capability. (section 153, title 10, USC)

i. Conducts analyses of joint force capabilities and requirements, including assessments of the projected readiness, sustainability, modernization, and force structure aspects of current and programmed forces. (section 153, title 10, USC)

j. Proposes and conducts assessments of international and domestic politico-military economic, demographic, environmental, and psychosocial trends and situations, and the impacts on national security policy and military strategy through the execution of war games, seminars, and workshops. (section 153, title 10, USC)

k. Develops, conducts, and analyzes interagency and international politico-military games, analytic war games seminars, and crisis simulations sponsored by the Chairman, Joint Staff, Service principals, OSD, and combatant commands. (title 10, USC section 153; specific games are directed by the Chairman, Director, Joint Staff, and Director, J-8.)

l. Plans, funds, directs, and manages the development and improvement of joint models and simulations, analysis, gaming procedures, and techniques, including automated information system support required to conduct studies and analyses for the Chairman. Assist in developing joint analysis capabilities for the directorate, Joint Staff, Chairman, and combatant commands. (section 153, title 10, USC; DODD 5000.59)

m. Maintains cognizance of completed, ongoing, and proposed analyses conducted under the sponsorship of the Joint Staff and the combatant commands. Implements appropriate measures to avoid unnecessary duplication and to promote effective use of available analytic capability. (section 153, title 10, USC)

n. Provides senior-level assistance, responsible to the Joint Staff RMC, for management of Joint Staff contracted advisory and assistance services (CAAS). (Director, J-8, appointed Deputy Director for War Games, Simulation, and Analysis (DDWSA) as Joint Staff CAAS program executive.) (section 153, title 10, USC)

o. Plans, manages, and coordinates the acquisition, maintenance, and improvement of joint modeling and simulation-based capabilities for joint training in conjunction with the Director, J-7, analysis and acquisition for the Joint Staff, Chairman, and CINCs. (section 513, title 10, USC; DODD 5000.59)

p. Provides all Joint Staff sponsorship for Military Operations Research Society (MORS), including designation of a sponsor's representative to the MORS Board. (section 153, title 10, USC)

q. Develops joint modeling and simulation capability as necessary to support assigned missions. (section 153, title 10, USC)

r. Represents the Joint Staff and the combatant commands in the program review process and prepares the Chairman and Vice Chairman for Defense Resource Board (DRB) and Defense Acquisition Board (DAB) participation. (CJCSI 8501.01; CJCSI 3170.01A)

s. Conducts the program and budget analyses required to support the Chairman as principal military adviser to the President, NSC, and Secretary of Defense; as spokesman for the CINCs; as a member of the DRB, and in testimony before Congress. (CJCSI 8501.01)

t. Serves as the Joint Staff focal point for CINC and Joint Staff coordination in the DOD Future Years Defense Program (FYDP) and resource allocation and PPBS process (e.g., intelligence program review groups, expanded DRB, program budget decisions, major budget issues), not including Joint Staff POM preparation (JS Comptroller function). (CJCSI 8501.01)

u. Develops, subject to OSD guidance, policies and procedures concerning the participation of the CINCs, Chairman, Vice Chairman, and Joint Staff in the DOD PPBS. (CJCSI 8501.01)

v. Serves as the Joint Staff representative for all operational requirements, and supports the Vice Chairman and the JROC in their oversight responsibility for the requirements generation process. (section 181, title 10, USC)

w. Serves as Joint Staff focal point for acquisition policy matters. (CJCSI 3170.01A)

x. Assesses major system acquisition programs as required to support the Vice Chairman in his role as vice chairman of DAB and chairman of the JROC. (section 181, title 10, USC)

y. Develops, subject to OSD guidance, policies and procedures concerning CINC, CJCS, VCJCS, and Joint Staff participation in the defense acquisition management system. (CJCSI 3170.01A)

z. Supports JROC functions as requested by the JROC chairman. (section 181, title 10, USC)

aa. Conducts analysis of proposed force structures in arms control treaty negotiations, including draft treaties to provide a basis of CJCS certification of military sufficiency. (section 153, title 10, USC)

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bb. Develops and coordinates the review among the unified commanders and the Services of the annual SecDef memorandum entitled, "Forces for Unified Commands." (sections 161-162, title 10, USC)

cc. Serves as the Joint Staff POC concerning Active and Reserve Component mix and other Total Force resource development issues. (section 153, title 10, USC)

dd. Serves as focal point for Joint Staff action on science and technology programs. (section 153, title 10, USC)

ee. Conducts analysis and provides inputs for the annual review of the Joint Warfare Science and Technology Plan (JWSTP) and the prioritization of the annual Advanced Concept Technology Demonstration (ACTD) candidates. (CJCSI 3170.01A)

ff. Serves as Joint Staff focal point for DSB. (section 153, title 10, USC)

gg. Assesses seven combat support agencies' responsiveness and readiness to support the warfighter to fulfill CJCS title 10, USC, oversight requirement for a biennial report to the Secretary of Defense (DLA, DISA, NSA, DIA, NIMA, DTRA, and DCMA). (section 193, title 10, USC)

hh. Serves as the Joint Staff focal point for assessing adequacy of POM funding in readiness support mission areas; also assess JMRR deficiencies for JWCA study consideration. (section 153, title 10, USC)

ii. Reviews annual R&D requirements of the CINCs and provide recommendations to CJCS for fulfilling these requirements. (CJCSI 3170.01A)

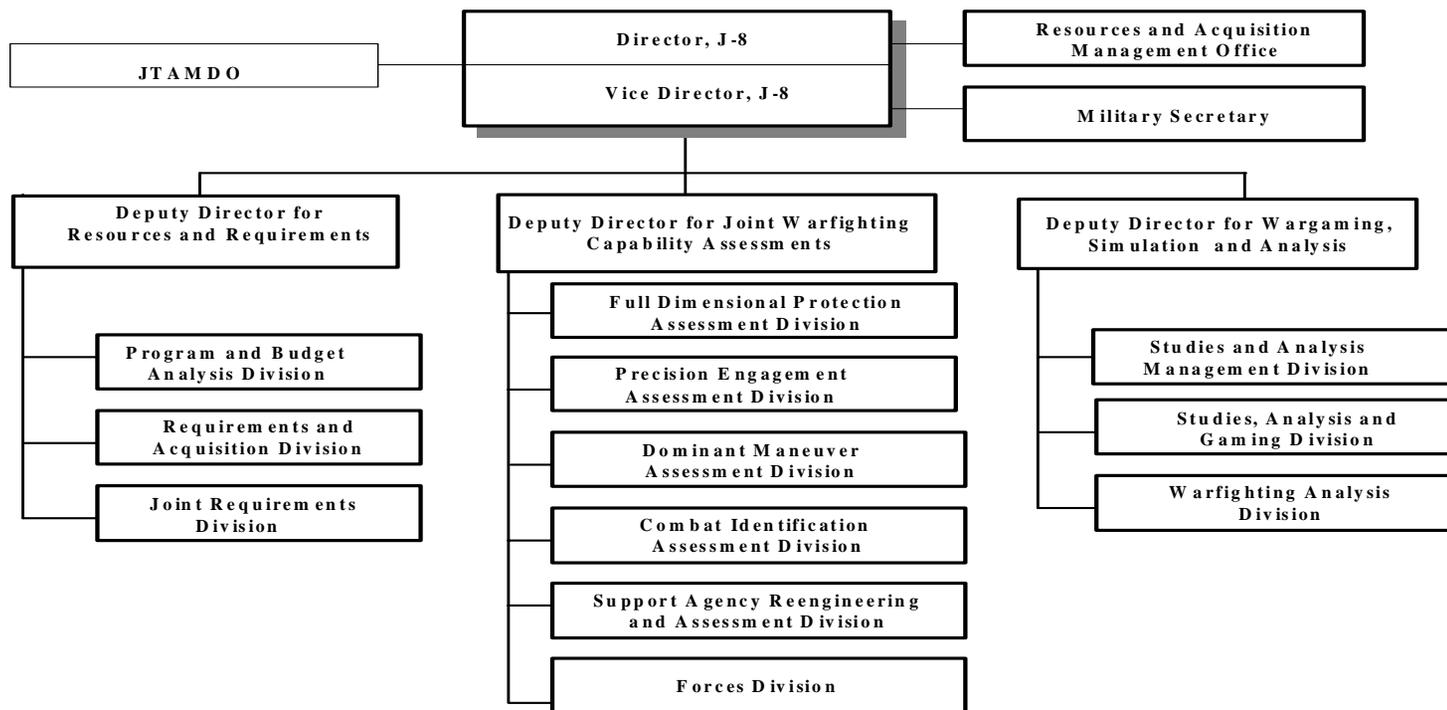
jj. Assesses impacts of Defense Management Council (DMC) reform and other actions/initiatives on warfighting capabilities and readiness for the JROC. (DJSM 836-99, 14 October 1999, "Joint Staff Representation on the Coordinating Group of the Defense Management Council")

kk. Monitors and assesses Service efforts toward improving combat identification; synchronizing efforts; and determining requirements with the intent to minimize fratricide; conducts assessments of Service requirements and programs as necessary. (section 153, title 10, USC; Senate Armed Services Committee Report, FY 1992)

II. Serves, on behalf of the JROC, as the central point of contact on combat identification issues for OSD, Joint Staff, DOD components, Congress, industry, and other organizations such as the Coast Guard and Federal Aviation Administration (FAA). (USA/USN/USAF/USMC Memorandum of Agreement on Combat Identification, December 1992.)

APPENDIX TO ENCLOSURE L
ORGANIZATION CHART -- J-8

**FORCE STRUCTURE, RESOURCES, AND ASSESSMENT
DIRECTORATE**



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ENCLOSURE M

ADVISOR FOR IMAGERY, IMAGERY INTELLIGENCE, AND
GEOSPATIAL INFORMATION

1. **Mission.** The Advisor for Imagery, Mapping, and Geospatial Information (GI) for the Joint Staff provides advice and assistance on matters pertaining to imagery, mapping, charting, and other aspects of GI.
2. **Organization.** The advisor is a senior military officer or senior civilian from the NIMA Headquarters and serves the Joint Staff in a dual capacity, subject to the supervision and guidance of Director, Joint Staff.
3. **Authority.** The advisor is under the authority and direction of the Chairman and subject to the supervision and guidance of Director, Joint Staff.
4. **Functions**
 - a. Provides advice to the Joint Staff on matters pertaining to imagery, mapping, geospatial data, and other GI support.
 - b. Acts in a liaison capacity between Joint Staff and NIMA, ensuring prompt and responsive NIMA participation and support in Joint Staff matters requiring imagery, mapping, and other GI considerations.
 - c. Makes briefing officers available, as requested, to individual members of the Joint Staff on matters pertaining to imagery, mapping, geospatial data, GI, and other NIMA activities.
 - d. Attends Joint Staff and OpsDeps meetings on matters pertaining to imagery, mapping, geospatial data, and GI policies, products, and support.
 - e. Ensures that Joint Staff personnel are kept fully informed concerning NIMA activities of substantive concern.
 - f. Serves as POC for coordinating with the Director, J-3, appropriate annexes to the JSCP and National Military Strategy Document (NMSD) and other Joint Staff documents and reports pertaining to imagery, mapping, geospatial data, and GI.

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g. Serves as the focal point for coordinating with the Director, J-3, on adjusting NIMA production to satisfy urgent requirements in support of current and crisis military operations.

h. Briefs DepOpsDepts biennially on geospatial information and Service requirements of the combatant commands IAW CJCSI 3901.01.

i. Assists the Joint Staff in coordinating the annual NIMA status briefing to the Chairman.

j. Coordinates and supervises the activities of the NIMA customer support team attached to the Joint Staff (hosted by J-33 CSOD) to ensure timely and effective imagery, mapping, geospatial data, and GI support.

ENCLOSURE N

JOINT BOARDS, COMMISSIONS, AND COMMITTEES

1. Delegation, United Nations Military Staff Committee (UNMSC)

a. Purpose. This manual designates representatives of the Chairman to USUNMSC and to prescribe coordination and liaison procedures.

b. Applicability. The manual applies to the Joint Staff, Services, combatant commands, and joint agencies.

c. Background

(1) Article 47 of the Charter of the UN establishes the UNMSC comprised of military representatives from each of the five permanent members of the UN Security Council to advise and assist the Security Council on military issues. The US element of the UNMSC has missions of representing CJCS at UNMSC and providing direct military advice and assistance to the US Permanent Representative (PermRep) to the UN.

(2) Title 10, USC, and DOD Directive 5100.1 task Chairman to provide the Chief of Staff, UNMSC, and staff, whose purpose is to advise and assist the US PermRep to UN.

(3) Executive Order (OE) 10108 established US Mission to the UN (USUN) and designates the various officials and offices that constitute the USUN. This EO explicitly designates MSC, together with its deputy, staff, and office as such office. The EO states that, while the Military Staff Committee (MSC) is an integral element of USUN, the chief of mission shall not be responsible for the internal administration of the personnel, budget, and obligation and expenditure of funds of the MSC; the Chairman will be responsible for those functions.

d. Policy

(1) To assist the Chairman, Joint Staff personnel will be assigned duties as USUNMSC representatives. In addition, the Services will be invited to nominate the DepOpsDepts as Service members of the delegation. Other representatives from the Joint Staff, Services,

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combatant commands, and joint agencies may be assigned or requested to augment the USUNMSC when specialized assistance is required. Staff members are assigned as follows:

<u>Primary Duty</u>	<u>Additional Duty</u>
Director, J-5	Senior member, USUNMSC
Vice Director, J-5	Deputy representative, USUNMSC
Deputy Director for Politico-Military Affairs (Global and Multilateral Issues/Western Hemisphere)	Deputy representative, USUNMSC
Service DepOpsDepts	Deputy representatives, USUNMSC
Chief of Staff, USUNMSC	Military adviser to the US PermRep
Deputy Chief of Staff, USUNMSC	Deputy military adviser to the US PermRep
Assistant military advisers and deputy representatives for Services	Assistant military advisers to the US PermRep and deputy Service reps.

(2) The Chairman, through the Director, J-5, will furnish instructions or guidance to the USUNMSC on military matters that are before or are likely to come before UN organizations.

e. Responsibilities

(1) The senior member, USUNMSC, will:

(a) Represent the United States for the Chairman on the UNMSC.

(b) Act as principal military adviser to the PermRep of the US Mission to the UN and provide military advice to the US representatives of other UN organizations.

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(c) Designate military advisers to participate in the deliberations of US delegation committees addressing problems of possible military or strategic import with respect to questions before the General Assembly or the Security Council.

(d) Ensure USUNMSC is represented at the appropriate military rank at all UNMSC meetings or informal meetings of the UNMSC members.

(e) Inform the Chairman on matters of military interest and make recommendations.

(2) The deputy representatives, USUNMSC, will assist the senior member, USUNMSC, as required, in the performance of duties listed in subparagraph e(1). Additionally, the Chief, J-5 Global and Multilateral Affairs Division, and the Deputy Chief of Staff of USUNMSC will serve as primary alternates to act on behalf of the Chief of Staff, USUNMSC, when not available.

(3) The Chief of Staff, USUNMSC, will be located at the USUN New York and will:

(a) Represent the Chairman and the senior member, USUNMSC, on a daily basis, and assist the senior member in those functions listed in subparagraph e(1).

(b) Serve as the military adviser to the US PermRep to the UN.

(c) Manage the USUNMSC office at USUN, New York.

(d) Provide interagency liaison for and visit with the Joint Staff on a periodic basis to exchange information. The frequency of visits will be dictated by operational or administrative requirements.

(4) Because the formal agenda is agreed upon before UNMSC meetings or informal meetings of UNMSC members, the Chairman may designate or request additional representatives to provide specialized assistance. Additional representatives may be provided by the Joint Staff, Services, combatant commands, and joint agencies appropriate to the requirement to assist the senior member, USUNMSC.

f. USUNMSC Coordination and Liaison. The USUNMSC should be included in distribution and/or coordination on actions being developed or processed and on actions that have been approved and

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involve matters of significant military or strategic matters that may come before or affect the UN. Likewise, USUNMSC should ensure that the Joint Staff is informed of UNMSC actions for coordination within the Joint Staff and OSD. The

(1) Joint Staff USUNMSC Liaison

(a) USUNMSC Liaison. The J-5 Global and Multilateral Affairs Division will be the Joint Staff POC for all USUNMSC and UN matters other than UN treaty negotiation. Other offices and Joint Staff directorates will provide support as required.

(b) UN Treaty Negotiations. The J-5 Deputy Director for Politico-Military Affairs (Global and Multilateral Issues/Western Hemisphere) and the J-5 Deputy Director for International Negotiations will be the Joint Staff POCs for UN treaty negotiations.

(2) OSD POC. USD(P) is the primary OSD POC.

g. Official Visits to the UN. Personnel planning to visit the UN in an official capacity must provide advance notification to the USUNMSC. Visits must be approved through the USUNMSC representative, J-5 Global and Multilateral Affairs Division, (703) 697-2491. Notify the USUNMSC representative in New York of proposed visits by telephone, (212) 415-4150; by electronic message, USUN New York, Attn: MSC; or by letter to the Chief of Staff, USUNMSC, 799 United Nations Plaza, New York, NY 10017.

2. US National Military Representative (USNMR) to Supreme Headquarters Allied Powers Europe (SHAPE)

a. Mission. The mission of the USNMR to SHAPE is to provide liaison between SHAPE and the Department of Defense and its commands and agencies.

b. Organizational Structure

(1) USNMR to SHAPE is a separate agency under the supervision of the Chairman and reports directly to the Director, J-5.

(2) Manpower authorizations for USNMR to SHAPE are approved in accordance with joint manpower procedures, managed by the Joint Staff J-1. Each Service will maintain appropriate representation by rank, number, and significance of billets throughout USNMR to SHAPE.

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(3) The Chairman will provide policy guidance and direction for USNMR to SHAPE.

(4) The Director, J-5, is the Joint Staff proponent for USNMR to SHAPE and will:

(a) Exercise authority over execution of policy and guidance from CJCS.

(b) Coordinate CJCS positions for SHAPE staff actions when forwarded either by USNMR or directly from SHAPE (i.e., ACTWARN, ACTREQ, and ACTORD). As required, assist USNMR in coordinating actions with other Joint Staff directorates.

(5) The Chief of Staff, US Army, or designee will act as executive agent for administrative and support matters with respect to USNMR to SHAPE.

c. Responsibilities. In accordance with CJCSI 5111.01C, the USNMR to SHAPE will:

(1) Act as liaison and primary Joint Staff POC with Allied Command Europe (ACE) and the Partnership Coordination Cell.

(2) As required, act as liaison and primary POC at SHAPE for USEUCOM, USDELMC, and OSD.

(3) Serve as coordinating authority among US organizations at SHAPE.

(4) Coordinate visits to SHAPE by the Department of Defense, DOS, and other national dignitaries.

(5) Represent DOD interests with the host government and provide a channel for other DOD entities to conduct negotiations with SHAPE officials located in Belgium.

(6) Represent US interests at SHAPE.

(7) In accordance with instructions from the Joint Staff, provide national responses to SHAPE staff actions. As required, provide USNMR input to the Joint Staff on SHAPE staff actions.

(8) Act as primary liaison between Joint Staff and SHAPE on matters with respect to US manpower contributions to ACE. Although

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the Services are responsible for providing personnel to SHAPE billets, the USNMR is the final approval authority for shifting or altering personnel within the headquarters to billets for which they were not originally assigned.

(9) Provide SACEUR, in the role as USCINCEUR, with command post and communications center support.

(10) Provide SACEUR and other senior US elements located at SHAPE with classified message distribution support. Support the US community at SHAPE with emergency operations center support via the command post.

(11) Assign and monitor suspenses on staff actions and messages.

(12) Approve hiring of US national civilian personnel into NATO direct-hire positions throughout ACE.

(13) Coordinate visits by SHAPE personnel to the US.

(14) Operate US/COSMIC ATOMAL subregistry and US TOP SECRET registry at SHAPE.

(15) Control SIOP for US personnel.

(16) During NATO operational exercises, support participating US authorities.

3. US Delegation, Inter-American Defense Board (IADB)

a. US Delegation

(1) General. Established in 1942, IADB is the military advisory body to the Organization of American States (OAS), the regional international organization for the Western Hemisphere. Both are based in Washington, D.C. IADB is funded by OAS. The Chairman, IADB, is a US G/FO (two-star) serving in an international officer position. The Chairman of the Joint Chiefs of Staff names the Chairman, IADB, from Service nominees. The Chairman, IADB, is dual-hatted as Director, Inter-American Defense College (IADC), a subordinate institution of the IADB. IADC is a DOD-recognized senior Service school, located at Fort McNair, Washington, D.C. USDEL to IADB is one of 24 delegations from the 34 OAS member nations. The IADB mission is to provide advice to the American republics on

matters of security and collective defense of the Western Hemisphere. US participation in the work of IADB and IADC demonstrates commitment to the region and enhances military-to-military contacts with member nations.

(2) Mission. The USDEL, IADB, represents the United States at all plenary assemblies and meetings of the Council of Delegates and other IADB bodies.

b. Functions of the Chief, USDEL

(1) Represents the United States for the Chairman of the Joint Chiefs of Staff on the IADB. Chief, USDEL, is the Vice Director, J-5.

(2) Serves as principal military adviser to the US OAS Ambassador on matters of regional security.

(3) Serves as the administrative head of the delegation and coordinate its activities.

c. US Delegate Secretariat

(1) The Secretariat is the focal point for coordination of US positions and all support required for mission accomplishment. The MILSEC (Joint Staff O-6) is the officer in charge.

(2) Functions

(a) Serves as the office of record for the US Delegation.

(b) Reports to and advises the Chief, USDEL, of activities and issues to be considered by IADB; researches, prepares, and coordinates the USDEL position on IADB agenda items; and identify items requiring review of US policy.

(c) Maintains liaison between the IADB organs, US OAS, the members of the USDEL, IADB, and other agencies as appropriate.

4. US Military Representative, PJBD Canada-United States

a. US Military Representative

(1) Mission. The PJBD, Canada-United States, is charged with considering, in a broad sense, land, sea, and air problems, including personnel and material involved in the defense of the northern half of

the Western Hemisphere and related with political, military, financial, and public relations problems. The US military representation acts as agent of the Chairman in these deliberations.

(2) Functions. In addition to the function implicit in their assignment as a committee of the Chairman, the designated US Military members will represent their Military Departments to promote close Canadian-US Service-to-Service liaison and coordination.

(3) Functions of the MILSEC

(a) Maintains a central administrative office (Secretariat) for the PJBD and provides administrative support to the Chairman, US Section, PJBD, and US military representatives.

(b) Makes administrative arrangements for unilateral or combined meetings to include preparing agenda and transportation arrangements, preparing journals and minutes, and initiating actions resulting from PJBD meetings.

(c) Works through proper channels to facilitate Canada-US liaison on matters within the cognizance of the PJBD and maintains liaison with the Canadian Military Secretary, PJBD.

(d) Maintains liaison with the Office of Canadian Affairs, DOS.

(e) Facilitates coordination with the Chairman and among the US Services on matters within the purview of the PJBD.

(f) Assists in the implementation of PJBD recommendations.

(g) Keeps the US Section fully informed of the status of PJBD matters of concern and recommends required action.

5. US Representative to the Military Committee of the North Atlantic Treaty Organization

a. Mission. The USMILREP, NATO, represents and is directly responsible to the Chairman.

b. Functions. In carrying out the above mission, the USMILREP will:

(1) Represent the Chairman in all Military Committee actions.

(2) Advise the Chairman on NATO matters.

(3) Present approved US policies to the Military Committee and other agencies of the NATO military authorities, as appropriate, and recommend changes in these policies to the Chairman as appropriate with the duties of the USMILREP.

(4) Provide military advice to US PermRep to the North Atlantic Council and other government agencies, as appropriate.

(5) Maintain the necessary staff liaison and informal coordination with offices of US PermRep to the North Atlantic Council, Department of Defense and, as required, DOS and other government agencies.

(6) Serve as the senior US military officer assigned to the Brussels community; act on behalf of all military members and their families; and provide administrative support to personnel assigned to the USDEL, the International Military Staff, and NATO Communications and Information Systems Agency (NACISA).

c. Relationships. The USMILREP is guided by approved US policies and, in all major policy matters, by specific guidance from the Chairman.

6. US Section, Joint Mexican-United States Defense Commission

a. General. The Joint Mexican-United States Defense Commission (JMUSDC) is a Presidential Commission created in 1942, by agreement between the Presidents of Mexico and the United States, to advise on matters pertaining to the defense of Mexico and adjacent areas in the United States.

b. Composition. JMUSDC is composed of US and Mexican Sections.

c. Mission. The US Section, headed by the Vice Director, J-5, represents the United States on all matters coming before JMUSDC and participates with the Mexican Section in studying problems relating to security.

d. Personnel. The Vice Director, J-5, is Chairman of the US Section, which also includes members from the US Army, US Navy, US Marine Corps, and US Air Force.

e. Functions

(1) Participates in the work of the JMUSDC and represents the US on all matters coming before this organization.

(2) Makes recommendations on subjects within its purview to the Chairman and other DOD entities.

(3) Prepares bilateral studies.

f. Functions of the Secretariat

(1) Keeps the Chairman, US Section, JMUSDC, advised of all pertinent Joint Staff, OSD, and DOS activities pertaining to Mexican affairs.

(2) Maintains liaison with the Mexican desk, DOS, and OASD(ISA).

(3) Serves as the office of record for the US Section. The Military Secretary (Joint Staff O-6) is the officer in charge.

(4) Coordinates all activities and meetings of the Commission.

7. US Section, Canada-United States Military Cooperation Committee (MCC)

a. Mission. The US Section, Canada-US MCC, is the primary military agency of the Chairman concerned with making recommendations on military policy and planning for the defense of North America and other such mutual defense matters referred by the Chairman.

b. Functions

(1) Reviews the Canada-US basic security document and submits the plan to the Chairman for approval.

(2) Staffs combined plans developed in support of the Canada-US basic security document for CJCS approval.

(3) Recommends actions on North American Aerospace Defense Command (NORAD) matters in conjunction with the Joint Staff, as directed by the Chairman.

(4) Recommends actions to take on combined military cooperative matters.

c. Functions of the Secretariat

(1) Maintains a central administrative office for MCC.

(2) Prepares reports and correspondence for MCC approval in response to Joint Staff directives and research.

(3) Makes administrative arrangements for meetings; prepares agenda and arrange transportation; prepares minutes and journals of the meeting; and initiates actions resulting from such meetings, whenever appropriate.

(4) Keeps the US Section, MCC, informed of new actions and the status of continuing actions.

(5) Briefs the Chairman on papers submitted by the US Section.

(6) Supervises administrative procedures, to include routing correspondence and maintaining files, and provides secretarial services for the US Section.

(7) Maintains liaison with the Canadian Defense Liaison Staff (Washington, D.C.) and the US Section, PJBD.

(8) Maintains liaison with the Canadian Secretary, MCC, and with MCC working groups and teams.

(9) Represents, as designated by the Chairman, the MCC at other meetings.

8. US Representative, Canada-United States Regional Planning Group (CUSRPG), Regional Planning Committee (RPC), NATO

a. Organization

(1) CUSRPG, NATO, consists of a Chiefs of Staff Committee, an RPC, and a Secretariat. The Chiefs of Staff Committee is composed of the Chairman, US Joint Chiefs of Staff, and the Canadian Chief of Defense Staff.

(2) The RPC is composed of a US Section and a Canadian Section. Each section is composed of a chairman of G/FO rank; one

assistant to the chairman (grade O-5); members of designated Canadian and US organizations of O-6 or equivalent rank; one assistant to each member of O-5 or equivalent rank; and one secretary of O-5/O-4 or equivalent rank.

(3) US Section membership includes a Joint Staff adviser and representatives from the J-3, J-7, USJFCOM, USPACOM, USSOCOM, and USSOUTHCOM.

(4) The Secretariat consists of a US O-5 assigned to the Joint Staff and is provided with an administrative staff consisting of US and Canadian membership.

b. Mission. The US Representative of RPC, acting for the Chiefs of Staff Committee, in concert with the Canadian representation, provides coordination between NATO countries and national military authorities and commanders for the Canada-US region. The RPC is charged with the preparation of studies, plans, and recommendations for the Chiefs of Staff Committee, CUSRPG, NATO.

c. Functions. The US Representative of the RPC will be responsible to the Chairman for joint and combined actions:

(1) Preparing and revising (if required) the Regional Planning Guide for the Canada-US region as outlined in NATO Generational Operations Planning and submitting same to the Chiefs of Staff Committee and the NATO Military Committee for approval.

(2) Maintaining liaison with NATO Military Committee, military command, other agencies, and national authorities as directed by the Chiefs of Staff Committee.

(3) Addressing appropriate matters pertaining to NATO military cooperative measures within the Canada-US region.

d. Functions of the Secretariat

(1) Maintains a binational Secretariat for the CUSRPG.

(2) Prepares reports and correspondence for approval by the RPC and the Chiefs of Staff Committee.

(3) Maintains records of pertinent NATO Military Committee directives, as required.

(4) Maintains a subregistry of NATO classified files and documents.

(5) Makes administrative arrangements for unilateral or combined meetings, including the preparation of minutes and journals of the meetings, and initiating staff actions resulting from such meetings, as directed by the RPC.

(6) Keeps the US Section, CUSRPG, informed of new actions and the status of continuing actions.

(7) Briefs the Chairman on papers submitted by the RPC.

(8) Supervises administrative procedures, including routing of correspondence and maintenance of files, and provides secretarial services for the CUSRPG.

(9) Maintains liaison with the Canadian Defense Liaison Staff (Washington, D.C.) and the NATO Military Committee.

(10) Represents the RPC, as directed by the Chairman, US Representative, at other meetings.

9. Joint Materiel Priorities and Allocation Board

a. Mission. JMPAB is the Joint Staff agency charged with performing duties in matters relating to the establishment of materiel priorities and the allocation of resources when such matters are referred to the Chairman.

b. Functions

(1) Establishes, modifies, and recommends priorities or allocation of materiel assets for the fulfillment of logistic requirements of US and allied forces.

(2) Reviews and acts on OSD requests for recommendations to establish or change the priorities in the DOD MUL.

(3) Prepares recommendations for approval of the Chairman on priorities and allocation matters that require SecDef resolution.

(4) Reviews and acts upon requests for establishment and modification in force activity designators (FADs).

(5) Conducts annual audits of each FAD I assignment to ascertain continued validity for SecDef-approved assignments.

(6) The Chairman of JMPAB:

(a) Provides agenda for board meetings, organizes the boards' work, and otherwise assists in the prompt conduct of the business of the board.

(b) Acts on behalf of the board in maintaining liaison and collaboration with appropriate DOD staff sections.

(c) Issues, in the name of the Chairman of the Joint Chiefs of Staff, agreed decisions of the board to appropriate agencies.

(d) Prepares reports for Joint Staff consideration if:

1. The subject concerns matters of major policy matters that require approval of the Chairman of the Joint Chiefs of Staff.

2. Service divergent views cannot be resolved.

(e) Invites representatives of other agencies to attend board meetings when appropriate.

(f) Schedules briefings by the Services and the appropriate Defense agency on potential logistic issues that may require JMPAB resolution in contingency situations.

(7) The board, acting jointly, will reach decisions on matters that will best serve the interests of national security after considering the views of the Military Services and other agencies.

(8) The board is authorized to request the Defense agencies to provide information and assistance in connection with its duties.

(9) The board will refer matters to the JMPAB Secretariat for review and recommendation as warranted.

c. Membership

(1) Director, J-4, Joint Staff, as chairperson.

(2) Director, J-3, Joint Staff, member.

- (3) Director, J-5, Joint Staff, member.
- (4) Director, J-6, Joint Staff, member.
- (5) Director, J-4, USSOCOM, member.
- (6) A G/FO from each Military Service as members.

(a) Each member may designate alternate representatives, O-7 or above, with plenary powers to act in their absence.

(b) The Director, J-4, will designate officers to act as secretary and recorder.

(c) The board chairperson will call meetings.

10. Military Communications-Electronics Board

a. Mission. MCEB considers military communications-electronics matters, including those associated with the NSS, referred to it by the Secretary of Defense, the Chairman, and other designated authorities. For such matters, MCEB obtains coordination among DOD components, the Department of Defense and other governmental departments and agencies, and DOD and representatives of foreign nations. MCEB provides guidance and direction to DOD components; coordinates or approves national positions for use by US delegates to international C3 forums; coordinates and ratifies NATO Standard Agreements (STANAGs) dealing with communications-electronics; and furnishes advice and assistance as requested.

b. Functions and Responsibilities. MCEB is a DOD agency functioning under the policies and direction of the Secretary of Defense and the Chairman. MCEB functions as the senior resolution body for issues related to C4I systems, standards, and interoperability issues. It develops and processes the DOD position for negotiation with representatives of other nations on communications-electronics matters.

(1) The chairperson will determine the agenda, determine whether referred matters are appropriate for MCEB consideration, and communicate directly with all DOD components, other departments and agencies of the government, and with representatives of other nations on communications-electronics matters under MCEB responsibility.

(2) The chairperson will vote when consensus is not reached on referred matters that are subject to final MCEB action.

(3) The chairperson will also establish and direct subsidiary panels to support MCEB activities.

(4) The members of MCEB will coordinate and participate in the developing of joint and allied principles, standards, and procedures for obtaining interoperability, compatibility, and standardization of communications-electronics systems and equipment.

c. Membership

(1) Director, J-6, Joint Staff, as chairperson.

(2) Director, DISA.

(3) Director of Information Systems for C4 for Information Management, USA.

(4) Director, Space, C2, USN.

(5) Deputy Chief of Staff for C4 Systems, USAF.

(6) Deputy Director, C4 Division, USMC.

(7) Chief, Office of C3, USCG.

(8) Deputy Director for Unified Command C3 Support, J-6.

(9) Assistant Deputy Director for Research and Engineering (Systems Acquisition), NSA.

(10) Deputy Director for Command Support and Plans, DIA.

(11) Appropriate level representatives from J-2, J-8, Joint Interoperability Engineering Office (DISA) (JIEO), ASD(C3I), DOS, NRO, Intelligence Service Board (ISB), NSSA, and GSA will participate in the MCEB in a nonvoting role, as directed by the MCEB Chairman.

d. MCEB Secretariat. The MCEB Secretariat consists of assigned J-6 military and civilian personnel with the primary responsibility of supporting the corporate MCEB structure and process.

e. MCEB Panels. Panels are established and disestablished by the chairperson as functionally oriented bodies with expertise usually in a specific area. Members are technical expert action officers from the Services and agencies. Other government agencies may be authorized to

have representatives or observers. Contractors may be invited by the panel chairperson on a meeting-by-meeting basis.

11. Joint Requirements Oversight Council

a. Mission. The JROC is a CJCS and SecDef advisory instrument. The JROC will:

- (1) Assist the Chairman in carrying out the responsibility to assess military requirements for defense acquisition programs.
- (2) Assist the Chairman in carrying out the duty as spokesperson for the CINCs on operational requirements.
- (3) Assist the Chairman in carrying out the responsibilities to assess warfighting capabilities.
- (4) Assist the Chairman in carrying out the responsibilities to assign a joint priority among major programs meeting valid requirements identified by the combatant commands, Services, and other DOD agencies. Ensure that the assignment of priorities conforms to and reflects resource levels as projected by the Secretary of Defense through the DPG.
- (5) Assist the Chairman in identifying and assessing the priority of joint military requirements (including existing systems and equipment) and acquisition programs to meet the National Military Strategy (NMS).
- (6) Assist the Chairman in considering alternatives to any acquisition program that has been identified to meet military requirements by evaluating the cost, schedule, and performance criteria of the program and identified alternatives.
- (7) Assist the Vice Chairman of the Joint Chiefs of Staff in carrying out his responsibilities as Vice Chairman of the DAB.
- (8) Review all warfighting deficiencies that may necessitate major Defense acquisition programs and validate that deficiencies cannot be satisfied by NONMATERIEL means (changes in doctrine, tactics, training, or organization).
- (9) Review and approve the military need for all potential major defense acquisition programs. Validate performance objectives and thresholds in the baseline for acquisition programs prior to any milestone consideration by the DAB.

(10) Identify, evaluate, and designate potential candidates for joint acquisition programs.

(11) Resolve cross-Service requirements issues.

(12) In each review of military needs and acquisition programs, place emphasis on ensuring interoperability, pursuing opportunities for joint or multi-Service applications, eliminating unnecessary duplication in programs, and promoting economies of scale.

b. Membership

(1) The Vice Chairman as chairperson (as delegated by the Chairman).

(2) An Army officer in the grade of general.

(3) A Navy officer in the grade of admiral.

(4) An Air Force officer in the grade of general.

(5) A Marine Corps officer in the grade of general.

(6) The Assistant to the Chairman for National Guard and Reserve Matters has a standing invitation to attend JROC-related meetings in an advisory role on related issues. In addition, the DIA will serve the JROC in an advisory capacity to provide the JROC members with intelligence estimates and threat assessments.

c. Functions

(1) Oversees JWCA Process. Directs continuous assessments of specific joint military capability areas to examine key relationships and interactions between joint warfighting capabilities. Identifies opportunities for improving warfighting effectiveness. This process will provide insight into issues involving joint warfighting requirements, readiness, plans for recapitalization and modernization, and support for joint requirements and resource recommendations.

(2) Oversees the requirements generation process and mission need determination. Performs mission need review, validation, and approval prior to start of the acquisition process. Ensures that emerging performance objectives and thresholds address the mission need.

Additionally, ensure, in its review process, military requirements are linked to the NMS. Emphasis is placed on fulfilling the needs and eliminating deficiencies of the CINCs and combatant commands, while ensuring interoperability, reducing parallel and duplicate development efforts, and promoting economies of scale.

(a) Reviews any deficiencies that may necessitate new major defense acquisition programs, reviews the identified mission need as distinct from any potential system or program, validates that a nonmateriel solution is not feasible, assigns a joint priority for meeting the needs, and forwards the Mission Needs Statement (MNS) with amplifying recommendations to USD(AT&L).

(b) Validates key parameters in the performance section of the Acquisition Program Baseline prior to DAB reviews of major defense acquisition programs (including, unless otherwise directed by SecDef highly sensitive classified programs).

(3) Reviews results of concept exploration and definition studies and provides appropriate recommendation on alternatives and cost-performance trades to USD(A&T) prior to the Milestone I (New Start) review.

(4) Directs the review and designation of all MNS and resulting operational requirements for joint interest and potential.

(5) Conducts program reviews between formal milestone decisions to ensure system performance meets original and evolving mission requirements.

(6) Assists the Chairman in ensuring alternatives to any major defense acquisition programs identified to meet military requirements have been reviewed through cost, schedule, and performance analysis.

(7) Charters and tasks study groups to address operational concept definitions, joint potential, and requirements issues.

(8) Nominates topics for JROC consideration and advises the JROC Chairman on issues requiring Council review.

(9) Periodically queries CINCs basis to ensure warfighting concerns on existing and proposed DOD programs are given full consideration to identified warfighter requirements.

d. Secretary. The JROC Chairman appoints the secretary from the Joint Staff, Force Structure, Resources, and Assessment Directorate, J-8. Functions of the secretary are to:

- (1) Develop and promulgate JROC administrative procedures.
- (2) Provide necessary continuity and Joint Staff POC for the JROC.
- (3) Conduct JROC prebriefs to ensure format, content, and presentation are appropriate.
- (4) Coordinate and integrate JWCA and other issues requiring JROC review.
- (5) Promulgate the JROC decisions.
- (6) Support the JROC as required.
- (7) Support the Chairman, JROC, in execution of JROC responsibilities.
- (8) Appoint a JROC recorder to record all JROC actions and maintain JROC historical records.
- (9) Coordinate Joint Staff actions in support of the JROC Chairman.
- (10) Maintain liaison with the CINCs.
- (11) Develop charters for SSGs approved by the JROC.

e. The JROC Secretariat. The JROC Secretariat includes the JROC Recorder and Joint Staff personnel designated by the JROC Secretary. The JROC Secretary assigns functions and duties to the Secretariat to support the JROC Chairman. JROC Secretariat functions include:

- (1) JROC scheduling.
- (2) Recording of all JROC meetings and maintenance of historical JROC proceedings and minutes.
- (3) JROC CINC trip coordination.
- (4) JROC Charter and JROC Administrative Guide updates.

(5) JROC meeting preparation and facilitation.

f. The JROC Review Board. The JRB is comprised of G/FOs from each Service as designated by the JROC principal Service members and is chaired by the JROC Secretary. The JRB assists the JROC in carrying out its duties and responsibilities.

g. JROC Special Studies Groups. The JROC Chairman, with advice from the JROC, may establish SSGs to complete requirements determination studies, evaluate mission needs, or perform other studies. JROC SSGs are established at the G/FO membership with support from an action officer working group. The JROC Chairman will appoint the SSG Chairman. SSG charters are normally developed by the JROC Secretary and approved by the JROC. Membership of a SSG will vary but will normally consist of:

- (1) JROC principal representatives.
- (2) Joint Staff directorate representatives.
- (3) CINC representatives (as required).
- (4) DIA representative.
- (5) Others as designated by the JROC Chairman.

12. Counterproliferation Council (CPC)

a. Mission. The CPC ensures that the DOD implementation of CP is integrated and focused.

b. Functions and Responsibilities. The CPC monitors departmental progress on developing the strategy, doctrine, and force planning needed to execute the CP objectives, as well as DOD-wide efforts at training, exercising, and equipping US forces for this task. The CPC oversees DOD CP activities in interagency and international fora. In executing its function, the CPC:

- (1) Advises the Secretary of Defense on CP matters.
- (2) Makes policy recommendations for implementing DOD CP activities and programs.

(3) Oversees implementation of DOD CP activities and programs and reviews and makes recommendations on defense policy that deal with CP issues.

c. Membership

(1) Deputy Secretary of Defense as Chair.

(2) USD(A&T).

(3) USD(P).

(4) Vice Chairman of the Joint Chiefs of Staff.

(5) Under Secretaries of the Military Departments.

(6) Vice Chiefs of Staff of the Military Services.

(7) Assistant Secretary of Defense for International Security Policy (ASD(ISP)).

(8) Assistant to the Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs (ATSD(NCB)).

(9) ASD(C3I).

(10) Director, J-5, Joint Staff.

13. Counterproliferation Program Review Committee (CPRC)

a. Mission. The CPRC makes and implements recommendations regarding interdepartmental activities and programs to address shortfalls in existing and programmed capabilities to counter the proliferation of NBC WMD and their means of delivery, and reviews activities and programs of the CPRC-represented organizations related to countering paramilitary and terrorist NBC threats.

b. Functions and Responsibilities

(1) Optimizes funding for and ensures development and deployment of:

(a) Highly effective technologies and capabilities for the detection, monitoring, collection, processing, analysis, and dissemination of information in support of US CP policy.

(b) Disabling technologies in support of such policy.

(2) Identifies and eliminates undesirable redundancies or uncoordinated efforts in the development and deployment of such technologies and capabilities.

(3) Establishes priorities for programs and funding.

(4) Encourages and facilitates interagency and interdepartmental funding of programs in order to ensure necessary levels of funding to develop, operate, and field highly-capable systems.

(5) Ensures that Department of Energy (DOE) programs are integrated with the operational needs of other departments and agencies of the government.

(6) Ensures the DOE national security programs include technology demonstrations and prototype development of equipment.

(7) Identifies and reviews existing and proposed capabilities and technologies for support of US nonproliferation policy and counterproliferation policy with regard to intelligence, battlefield surveillance, passive defense, active defenses, and counterforce capabilities.

(8) Prescribes requirements and priorities for the development and deployment of highly effective capabilities and technologies.

(9) Identifies deficiencies in existing capabilities and technologies.

(10) Formulates near-term, mid-term, and long-term programmatic options for meeting requirements established by the CPRC and eliminating deficiencies identified by the CPRC.

(11) Assesses each fiscal year the effectiveness of CPRC actions during the preceding fiscal year, particularly including the status of recommendations made during the preceding fiscal year that were reflected in the budget submitted to Congress pursuant to section 1105(a) of title 31, USC, for the fiscal year following the fiscal year in which the assessment is made.

c. Membership

(1) Secretary of Defense as Chair.

(2) The Secretary of Energy as Vice Chairman.

(3) The DCI.

(4) Deputy Director for Strategy and Policy, J-5, Joint Staff.

14. Counterproliferation Review Committee Standing Committee

a. Mission. The CPRC Standing Committee will address and refer interagency and interdepartmental issues related to technologies and systems for countering proliferation to the CPRC. The Standing Committee will frame issues, investigate alternatives, make recommendations, act on matters and perform other activities as directed by the CPRC.

b. Functions and Responsibilities. The Standing Committee will ensure development, acquisition, and deployment of effective technologies and capabilities for:

(1) Producing accurate and timely intelligence, offensive and defensive military response options, and negating paramilitary and terrorist threats involving NBC WMD in support of US CP efforts.

(2) Countering WMD and their means of delivery and conducting military operations successfully in an NBC threat environment by:

(a) Improving coordination in developing, acquiring, and deploying such technologies and capabilities as described above.

(b) Recommending priorities for research, development, and acquisition programs and funding.

(c) Facilitating shared funding of projects and programs among agencies and departments.

(d) Interfacing and coordinating with departmental committees and other entities established to support the CPRC-represented organizations in meeting their internal research, development, and acquisition responsibilities to counter proliferation. The Standing Committee will also interface with departmental entities primarily concerned with policy matters relating to countering proliferation.

(e) Identifying acquisition reform mechanisms that can be broadly applied to achieve maximum practical efficiencies.

c. Membership

(1) ATSD(NCB) as Chair.

(2) Director, Office of Nonproliferation and National Security, Department of Energy.

(3) Special Assistant to the Director of Central Intelligence for Nonproliferation.

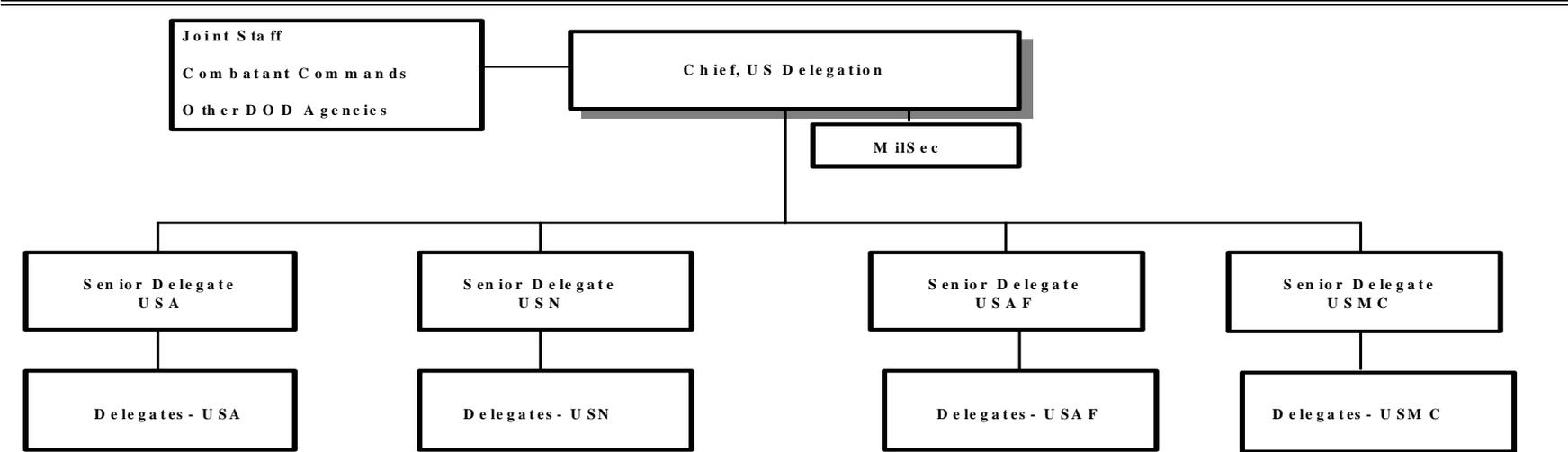
(4) Deputy Director for Strategy and Policy, J-5, Joint Staff.

(5) ASD(SO/LIC).

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APPENDIX TO ENCLOSURE N
ORGANIZATION CHART

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ENCLOSURE O

NATIONAL DEFENSE UNIVERSITY

1. National Defense University (NDU)

a. Mission. The NDU educates military and civilian leaders through teaching, research and outreach in national security strategy, national military strategy and national resource strategy; joint and multinational operations; information strategies, operations and resource management; acquisition; and regional defense and security studies.

b. Organization. NDU is the senior joint educational institution operating under the direction of CJCS. NDU consists of the Office of the President, administrative staff, and four colleges, Joint Forces Staff College (JFSC), Industrial College of the Armed Forces (ICAF), Information Resource Management College (IRMC), the National War College (NWC), and the Institute for National Strategic Studies (INSS) -- all concerned with higher education and research in matters relating to national security. NDU manages the following special academic programs. The General/Flag Officer Capstone Course educates newly selected G/FOs in effective planning and employment of US forces in joint and combined operations. The International Fellows Program provides an opportunity for invited international officers to participate in resident courses at ICAF and NWC and in field studies throughout CONUS. The NATO Staff Officers Course is a functional Alliance orientation program for US field grade officers en route to their first NATO staff assignment. The Reserve Component National Security Course provides security and resource strategies, and joint and multinational operations to Reserve Component Officers and their international and civilian equivalents. The Center for Hemispheric Defense Studies, the Near East South Asia Center for Strategic Studies and the Africa Center for Strategic Studies, offers senior leaders, civilian and military, a rigorous academic and practical program in civil-military relations, national security strategy, accountable decision-making, policy formulations, and resource allocation. The Center for Defense Leadership and Management Program provides accelerated education courses in national and international security affairs. Net Assessment and National Security Education Program, respectively, provide current analysis of US Military capabilities and avenues to fund educational opportunities for US citizens in the areas of national security and international cooperation.

c. Fiscal and Administrative Arrangements. The Department of the Army provides funding and manpower support for the Fort-McNair-

based elements at NDU. The JFSC, at Norfolk, Virginia, receives its financial support from the Department of the Navy. Although the Army and Navy are the executive agents for NDU and are responsible for fiscal arrangements, logistics and administration, CJCS holds resource proponency for NDU and ensures resource allocation oversight.

2. Joint Forces Staff College

a. Mission. The JFSC educates selected military officers and other leaders in joint and combined operational planning and warfighting to instill a primary commitment to joint teamwork, attitudes, and perspective.

b. Organization. JFSC is composed of three unique schools and a refresher course: Joint and Combined Warfighting School (JCWS); Joint and Combined Staff Officer School (JCSOS); Joint Command, Control, and Information Warfare School (JIWS); and Joint Transition Course (JTC). The JCWS and JCSOS provide CJCS JPME Phase II at the senior and intermediate levels, respectively, for officers expected to qualify as joint speciality officers (JSOs). JCIWS prepares officers and civilians in the specialized fields of joint C4I and information warfare (IW). The JTC offers a brief refresher course for officers entering JPME Phase II on direct entry waivers.

c. Fiscal and Administrative Arrangements. The Naval Administrative Command coordinates the fiscal, logistic, and administrative support of JFSC, as provided by the Department of the Navy. CJCS holds resource proponency for JFSC and ensures resource allocation oversight.

3. Industrial College of the Armed Forces

a. Mission. The ICAF prepares selected military officers and civilians for senior leadership and staff positions through postgraduate, executive-level courses of study and research dealing with the resources component of national power, with special emphasis on materiel acquisition and joint logistics and their integration into NSS.

b. Organization. ICAF is the DOD joint educational institution for the study of NSS with emphasis on the resource component of National Security to include mobilization, manpower, infrastructure, material acquisition, production base, and strategic and joint logistics and their integration into NSS.

c. Fiscal and Administrative Arrangements. NDU coordinates the fiscal, logistic, and administrative support of ICAF, as provided by the

Department of the Army and overseen by CJCS. Additionally, the Defense Acquisition University provides funding through an annual contractual agreement to support mandatory acquisition training courses.

4. Information Resources Management College

a. Mission. IRMC prepares leaders to direct the information component of national power by leveraging information and information technology for strategic advantage.

b. Organization. IRMC is the graduate-level institution that serves as the primary source to meet the information management-related educational needs of DOD's chief information officers, executives, and senior-level managers. The college also provides information management-related instruction to the students of ICAF and NWC, primarily through the electives program. To conduct this instruction, the college is organized into four departments focused on information strategies, acquisition, technologies, and operations (including information security and assurance).

c. Fiscal and Administrative Arrangements. NDU coordinates the fiscal, logistic, and administrative support of IRMC, as provided by the Department of the Army, overseen by CJCS, under the policy guidance of the Deputy Assistant Secretary of Defense (Information Management), OASD(C3I). Additionally, the Defense Acquisition University provides funding, through an annual contractual agreement, to conduct mandatory acquisition training.

5. Institute for National Strategic Studies

a. Mission. INSS conducts strategic studies for the SecDef, CJCS, and the unified CINCs; supports the National strategic components of the academic programs of NDU; and provides outreach to other US governmental agencies and to the broader national security community. The China Center for the Study of Chinese Military Affairs' focus is to analyze the national goals and strategic posture of the People's Republic of China. The Center for Counterproliferation Research explores the range of political-military issues relevant to the proliferation of WMD.

b. Organization. INSS includes a Research Directorate, War Gaming and Simulation Directorate, Publication Directorate, and a Conference Directorate.

c. Fiscal and Administrative Arrangements. NDU coordinates the fiscal and administrative arrangements.

6. National War College

a. Mission. NWC prepares future leaders of the Armed Forces, Department of State, and other civilian agencies for high-level policy, command and staff responsibilities by conducting a senior-level course of study in the National Security Strategy and National Security policy process.

b. Organization. NWC is the only senior-level college in the military educational system dedicated to the study of national security strategy.

c. Fiscal and Administrative Arrangements. NDU coordinates the fiscal, logistic, and administrative support of NWC, as provided by the Department of the Army and overseen by CJCS.

7. Center for the Defense Leadership and Management Program

a. Mission. CDLAMP educates Defense civilians for leadership and decision making in national and international security affairs.

b. Organization

(1) CDLAMP was implemented per DOD Directive 1430.16, 11 April 1997, "Defense Leadership and Management Program (DLAMP)." NDU was tasked by OSD to develop and conduct a 3-month DLAMP course. CDLAMP is located in the Transpoint Building adjacent to Fort McNair. The Center serves as a focal point for joint civilian leader training, education, and development in national and international security affairs. The 3-month PME program helps future DOD civilian leaders to:

(a) Assume broader responsibility in an increasingly complex security environment.

(b) Expand their knowledge of DOD's national security mission.

(c) Strengthen communication and trust among senior military and civilian leaders.

(2) The Center is an educational component of OSD's DLAMP. DLAMP is a systematic, DOD-wide program of joint civilian leader

training, education and development within and across DOD components. It provides the framework for developing future civilian leaders. It nurtures an environment of shared understanding and sense of mission among civilian employees and military personnel.

(3) DLAMP participants are required to complete the following requirements:

(a) A career-broadening rotational assignment of at least 12 months.

(b) A senior-level course in PME lasting at least 3 months, with an emphasis on national security leadership and decision making.

(c) Complete 10 advanced graduate courses in Defense Studies at the Southridge, Massachusetts campus. The courses specifically designed to educate defense leaders who must force a broad range of defense issues. The graduate curriculum consists of eight required courses such as accounting, finance, economics, human resources, information systems, quantitative tools, law, public policy and international policy; and electives in related areas such as logistics, intelligence, acquisition and contract management.

(d) Component and occupation-specific development courses and mentoring program.

(4) CDLAMP provides a 3-month joint PME option to participants. The curriculum consists of four core courses -- Strategic Approaches to National Security; Civil-Military Leadership and Decision Making; Assessing Global Politics; and National Security Policy and Processes; as well as four specialized directives -- DOD Joint Capabilities and Organization; Economic Fundamentals and Defense Economics; Information Operations and National Security; Structured Decision Exercises and Field Trips.

(5) The central thrust of the curriculum is to provide education in national security leadership and decision making.

c. Fiscal and Administrative Arrangements. The OSD provides funding and manpower support for the Fort-McNair-based elements at NDU. NDU coordinates the fiscal, logistic, and administrative support of CDLAMP as provided by OSD.

8. Center for Hemispheric Defense Studies (CHDS)

a. Mission. CHDS develops civilian specialists in national defense and military matters by providing graduate-level programs in Defense planning and management, executive leadership, civilian-military relations, and interagency operations. CHDS serves as a dynamic, practical forum for learning about the complexities of Defense decision making and resource management in a democratic society.

b. Organization

(1) Reference g established the CHDS at NDU. The CHDS is the result of many requests to former Secretary of Defense Perry from the region's defense leaders for assistance in improving civilians' expertise in Defense and military matters. It is located in the Transponit Building adjacent to Fort McNair.

(2) CHDS participants are military officers and civilians with Defense-related duties in the executive and legislative branches of government; interests in academia, the media, or the private sector. The multifaceted programs are tailored to requirements identified by governments and specialists from all of the hemispheric democracies, including the United States and Canada. CHDS conducts several different programs:

(a) The Defense planning and resource management seminar is a 3-week graduate-level academic program offered in Washington, D.C., four times per year.

(b) Short seminars are conducted at sites in Latin America and the Caribbean that focus on themes identified in collaboration with counterpart institutions.

(c) CHDS conducts an annual meeting for National legislators and senior government executives with responsibilities in Defense matters.

9. Near East - South Asia (NESA) Center for Strategic Studies

a. Mission. To enhance stability in the Near East and in South Asia by providing an academic environment where strategic issues can be addressed, understanding deepened, partnerships fostered, defense-related decision-making improved, and cooperation strengthened among military and civilian leaders from the region and the United States.

b. Organization

(1) A decision memorandum of the Secretary of Defense signed 21 January 2000, established the NESACenter for Strategic Studies. A formal Directive is now in coordination. The Center is located in the Transpoint Building, adjacent to Fort McNair, and operates under the supervision of the NDU. The NESACenter supports SecDef and CINC engagement objectives through programs that will serve to broaden participants' understanding of the national strategy formulation process, examine regional security issues, improve defense-related decision-making skills, and promote the development of cooperative relationships in the region.

(2) NESACenter participants will be military and official civilian representatives of all countries within the NESACenter region with which the US government maintains formal diplomatic relations, as well as from countries that have strategic interests in the NESACenter region. The Center will conduct several different programs:

(a) The Executive Seminar, a 3-week graduate-level academic program offered in Washington, D.C., up to four times per year for mid- to senior-level defense decision makers.

(b) The Senior Executive Seminar, a 1-week version of the core curriculum for G/FOs and civilian equivalents.

(c) One-week seminars conducted at sites in the Near East and South Asia region, focusing on themes of topical importance.

(d) An annual conference focused on pressing regional security issues and strategic cooperation in the region.

(e) By FY 05, the Center plans to round out its activities through an outreach program consisting of distance learning capabilities, alumni activities, and a research and fellowship program.

c. Fiscal and Administrative Arrangements. NDU coordinates the fiscal, logistic, and administrative support of the NESACenter, as provided by the Department of the Army (DUSA-IA) and overseen by CJCS, and under USD(P) policy guidance and oversight.

10. Africa Center for Strategic Studies (ACSS)

a. Mission. The ACSS supports democratic governance in Africa by offering senior African civilian and military leaders a rigorous academic and practical program in civil-military relations, security strategy, and defense economics. To this end, the Africa Center presents a substantive academic experience designed to:

(1) Promote informed and productive inquiry on the military's role in a democracy among senior government officials, nongovernment civilian leaders, and military officers;

(2) Foster, within participant countries, understanding of the military's role that is shaped and shared by the people, their governments, and their military establishments.

(3) Maintain long-term, continuing interaction with and amongst participants on matters relevant to the Center's mission.

(4) Support additional research, seminars, conferences, and other exchange activities on relevant topics in Africa, Europe, and the United States.

b. Organization

(1) The Africa Center is currently located in Crystal City, Virginia, but the bulk of its activities are conducted in Africa. In FY 02, it is anticipated that the ACSS will move to facilities at the National Defense University, Fort McNair.

(2) The Africa Center is not just an educational program, but a multifaceted engagement tool that includes interaction on several levels. All Africa Center products (i.e., the curriculum, faculty guides, participant handbooks, outreach and public affairs material, and the actual seminars) are in English and French.

(a) Africa Center seminars incorporate group discussions, lectures, panels, personal study, and practical exercises. The focal point of the academic event is the seminar room where the emphasis is on dialogue and debate. Western and African faculty pair in teams of two to facilitate group discussions about topics raised in lectures by distinguished leaders or subject-matter experts.

(b) Seminar groups reflect the diversity of the ACSS community: military officers, civil servants, parliamentarians, diplomats,

nongovernmental organization leaders, regional organization representatives, and academics gather to examine complex issues. Knowing that they will not be quoted or asked for official comment, participants feel free to express their ideas without hesitation.

(c) Alumni Programs. The key to the Center's continued success will be maintaining contact with the people the Center comes in contact with. This includes not only participants, but guest speakers, panelists, and adjunct faculty -- the people that make the Africa Center a success. In FY 00 the Center established a website, produced two newsletters that were provided to ACSS alumni, and attempted to have Center alumni included in official and social events conducted for visiting US dignitaries in Africa.

(d) Policy Engagement/Outreach Projects. Africa Center personnel provided assistance in development of country-specific national security and military strategies, and refining defense economics for several ACSS alumni and their governments. There have been multiple requests for portions of the Center's curriculum so that alumni can conduct mini-seminars for their respective organizations or agencies. Africa Center personnel are also available to assist the unified commands with the conduct of related exercises or symposiums. A final area in which the Africa Center seeks to expand is cosponsoring conferences or workshops with US- or Africa-based organizations. This program will provide an opportunity to initiate and enhance ACSS-generated synergy with a variety of similar organizations.

c. Fiscal and Administrative Arrangements. NDU coordinates the fiscal, logistic, and administrative support for the Africa Center, as provided by the Department of the Army (DUSA-IA) and overseen by CJCS, and under USD(P) policy guidance and oversight.

11. Reserve Components National Security Course (RCNSC)

a. Mission. RCNSC offers the only 2-week Phase II JPME course to senior Reserve Component officers. The program provides an educational foundation for senior Reserve Component Officers and their international and civilian equivalents in national security and resource strategies, joint and multinational operations, information strategies, and relevant service issues. In the two courses offered, in the AY 2000, over 300 students represented the seven Reserve components, the National Defense Executive Reserve, and the Canadian military. A curriculum review was conducted with representatives from the services and NDU colleges and a political-military simulation exercise was added to the course.

b. Organization. The curriculum consists of presentations, lectures, panel discussions, and seminars dealing with national security policy and defense resource management. Presentations were made by faculty members of the NWC, ICAF, JFSC, IRMC, Center for Defense Leadership and Management Program, and distinguished guest speakers.

c. Fiscal and Administrative Arrangements. NDU coordinates the fiscal, logistic, and administrative support of RCNSC, as provided by the Department of the Army and overseen by CJCS.

12. NATO Staff Officer Orientation Course (NSOOC)

a. Mission. NSOOC provides US field G/FOs en route to their first NATO staff assignment with a functional Alliance orientation program. This intensive course ensures US officers occupying NATO staff positions have a sound perspective of the Alliance, its history, organization, and issues prior to assuming their duties.

b. Organization. The NSOOC is presented seven times a year by resident faculty and a group of distinguished guest speakers drawn from the US and allied governments, NATO, and the major military commands. NSOOC also provides specialized outreach programs and tutorials to US government agencies, the military reserve component, and to NATO PfP nations.

c. Fiscal and Administrative Arrangements. NDU coordinates the fiscal, logistic, and administrative support of the NSOOC, as provided by the Department of the Army and overseen by CJCS.

13. Capstone General and Flag Officer Course

a. Mission. To make newly selected general and flag officers more effective in planning and employing US forces in joint and combined operations, and more knowledgeable of when and how these operations support national strategic goals and objectives.

b. Organization. Capstone is an intensive 6-week course examining major issues affecting national security decision making, military strategy, joint and combined doctrine, interoperability, and key allied nation issues. Field trips are conducted to US military commands within the continental United States, and overseas trips to Europe, the Pacific, and Western Hemisphere. Overseas field studies involve interactions with senior political and military leaders of foreign governments,

commanders in chief of US unified commands, and with American ambassadors and embassy staffs.

c. Fiscal and Administrative Arrangements. NDU coordinates the fiscal, logistic, and administrative support of the Capstone Program, as provided by the Department of the Army and overseen by CJCS.

14. International Fellows Program

a. Mission. To build, foster, and integrate a community of select international officers and civilians: provide them with a balanced experience and understanding of US society, institutions, and ideals; and enrich the educational environment of the NDU.

b. Organization. The program consists of 35 senior international officers per academic year. These officers attend either the Industrial College of the Armed Forces or the National War College at the invitation of the Chairman of the Joint Chiefs of Staff. The fellowships enable the invited officers to spend 1 year in a program that includes participation in the resident courses offered by the college and a series of extensive field studies throughout the continental United States. The officers spend a great deal of time analyzing the American political, social, and economic infrastructure while gaining an understanding of the American decision-making process.

c. Fiscal and Administrative Arrangements. NDU coordinates the fiscal, logistic, and administrative support of the IF Program, as provided by the Department of the Army and overseen by the CJCS.

15. Net Assessment

a. Mission. To develop net assessments of current trends and future prospects of US military capabilities and potential in comparison with other countries or groups, and to identify emerging or future threats or opportunities for the United States.

b. Organization. The office of Net Assessment retained the location of its military assessment branch at the Pentagon, and the smaller office that administers the Secretary of Defense Corporate Fellows Program in Rosslyn, Virginia. The Corporate Fellows Program places promising officers (O-5 and O-6) in 1-year assignments at innovative corporations that are being reshaped by information technology. The purpose is to encourage innovative thinking among future military leaders. Other areas researched include:

(1) The military balances branch that conducted comparative analysis of military, technological, political, economic, and other factors shaping the relative military capability of nations. Its purpose is to identify important longer-term problems and opportunities that deserve the attention of senior defense managers. Key research topics include the Revolution in Military Affairs (RMA), including efforts to identify promising field experiments to test candidate military innovations. Analysis of the problem of “transformation” from present-day military organizations and equipment inventories to a very different military 25 years hence; and research on RMA thinking and activity in other countries.

(2) A Space Net Assessment, considering changing US reliance on space and foreign country and commercial developments that may offset the advantages.

(3) A Power Projection Assessment, focused on the impact of “antiaccess” strategies and forces of potential opponents, and supported by war games that engage each Service’s views of future operational concepts and new force structures against a robust adversary’s anti-access strategy.

c. Fiscal and Administrative Arrangements. Brought into the NDU, in November of 1997, under the terms of the Defense Reform Initiative (Program Budget Decision 711). Receives support and tasking from the USD(P) and works directly with clients in the Office of the Secretary of Defense.

16. National Security Education Program (NSEP)

a. Mission. NSEP has the lead in developing the national capacity to educate United States citizens about foreign cultures. Its objective is to enhance international cooperation and security and to strengthen US economic competitiveness.

b. Organization. Provides grants, scholarships and fellowships to outstanding undergraduate and graduate students to study abroad in world areas critical to US interests and by granting awards to US institutions of higher education to develop and strengthen their capabilities to educate US citizens in critical languages, foreign areas and international fields.

c. Fiscal and Administrative Arrangements. Brought into the NDU, in November 1997, under the terms of the Defense Reform Initiative (Program Budget Decision 711).

ENCLOSURE P

OTHER SUPPORTING ORGANIZATIONS

1. Joint Combat Identification Office (JCIDO)

a. Mission. Provides action-officer-level coordination on all DOD combat identification (CID) efforts as the single POC for all CID issues. Additionally, the JCIDO will conduct periodic assessments of CID capability across all Services and mission areas, identify requirements and technologies shortfalls, and make recommendations to the JROC on how to address these issues.

b. Functions. JCIDO will address CID capability through its Plans and Requirements, Programs, and Technology committees, which will perform the following tasks:

(1) Plans and Requirements Committee

(a) Serves as a forum for all CID requirements matters.

(b) Reviews Service operational requirements and coordinates draft joint and Service CID operational requirements.

(c) Identifies CID deficiencies and recommends development priorities.

(d) Makes recommendations on validation of operational requirements; however, the JROC and the Services are the final validation authorities.

(2) Program Committee

(a) Reviews all ongoing and planned CID advanced engineering development, production programs, and product improvements.

(b) Recommends options for program commonality and joint and cooperative development and acquisition efforts.

(c) Identifies areas of redundancy and efforts that require adjustments in scope or schedule to support major roadmap decision points.

(3) Technology Committee

(a) Is the authoritative source of technology information for the JCIDO.

(b) Facilitates the exchange of information and technology data among the Services to ensure harmonization of basic technology efforts.

(c) Identifies CID research and development deficiencies and redundant areas and efforts that need to be adjusted for scope or schedule to support major roadmap decision points.

c. Personnel

(1) The JCIDO Director will be an O-6 or O-5 promotable, assigned by J-8.

(2) JCIDO membership will consist of one O-5/O-6 or GS-14/-15 representative from each Service.

2. Joint Theater Air and Missile Defense Organization (JTAMDO)

a. Mission. The JTAMDO, in collaboration with the combatant commands and Services, defines joint requirements and operational concepts to ensure the joint development and fielding of an integrated theater air and missile defense (TAMD) capability.

b. Functions. Under the SecDef and CJCS authority, JTAMDO was established as a Chairman's controlled activity, reporting to the Chairman through the Joint Staff J-8.

(1) JTAMDO is the single organization within the Department of Defense responsible for planning, coordinating, and overseeing joint integrated TAMD operational requirements, and for serving as the focal point for combatant command, Joint Staff, and Service warfighter collaboration for requirements generation, including Capstone requirements, joint operational concepts, architecture development, and supporting technical annexes. This organization provides the framework to transition TAMD capabilities to the information-centered battlefield envisioned in the CJCS *JV 2010*.

(2) TAMD is the theater function that provides the joint force commander (JFC) with an effective, integrated, wide-area defense capability against air and missile threats.

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(3) The DOD philosophy for JTAMD development is centralized planning, conducted by the JTAMDO in collaboration with the combatant commands, Joint Staff, Services, and decentralized execution, through participation with the Defense and component acquisition executives, requirements developers, program managers, and resource allocation officials.

c. General Rules of Procedure. JTAMDO will represent the Services and warfighting combatant command requirements and act as their proponent for TAMD.

(1) The combatant commands, Services, appropriate DOD agencies, and Joint Staff will participate in developing the requirements section of the JTAMD master plan including operational concepts, Capstone requirements, and supporting architectures. Determine the conformity of the operational concepts contained in ORDs for individual TAMD programs. Work changes within the joint doctrine process to approve operational concepts, requirements, or architectures.

(2) Serve as the JTAMD resource proponent within the resource allocation structures of the Services, Ballistic Missile Defense Organization (BMDO), and Defense Advanced Research Project Agency (DARPA).

(3) Maintain cognizance of the research, development, and acquisition (RD&A) and demonstration activity associated with the TAMD programs of the Services, DARPA, and BMDO.

(4) Recommend those research, development, and acquisition (RD&A) efforts that should be designated as TAMD programs to the JROC.

(5) Coordinate with the Services, BMDO, and DARPA to ensure JTAMD requirements are effectively evaluated in developmental and operational tests and evaluations.

(6) Advise the Executive Committee (EXCOM) directly on the degree to which the JTAM master plan meets DOD objectives for JTAMD.

d. Personnel

(1) The Director, JTAMDO, will be approved by the Chairman and be a two-star G/FO appointed from one of the Services on a 2-year rotational basis.

(2) The Deputy Director, JTAMDO, will be approved by the Chairman and be a one-star G/FO appointed from one of the Services on a 2-year rotational basis. The Deputy Director normally will be selected from a Service other than the Service from which the Director was selected.

(3) The Technical Director, JTAMDO, will be an Senior Executive Service position and will support the Director and Deputy Director, JTAMDO.

(4) Each Service will provide an O-6 to serve in an assistant director capacity in JTAMDO.

GLOSSARY

A

ACC	Architecture Coordination Council
ACE	Allied Command Europe
ACJCS	Assistant to the Chairman of the Joint Chiefs of Staff
ACSS	Africa Center for Strategic Studies
ACTD	Advanced Concept Technology Demonstration
ADP	automated data processing
AFCB	Armed Forces Chaplain Board
AIT	automatic identification technology
ASD(C3I)	Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)
ASD(FMP)	Assistant Secretary of Defense (Force Management Policy)
ASD(ISP)	Assistant Secretary of Defense (International Security Policy)
ASD(SO/LIC)	Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict)
AT/FP	antiterrorism force protection
ATCC	AT coordination committee
ATSD(NBC)	Assistant Secretary of Defense (Nuclear, Biological and Chemical) Defense Programs)

B

BMDO	Ballistic Missile Defense Organization
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C

C2	command and control
C3I	command, control, communications, and intelligence
C4	command, control, communications, and
C4I	computers command, control, communications, computers, and intelligence
C4ISR	command, control, communications, computers, intelligence, surveillance, and reconnaissance
CAAS	Contracted Advisory and Assistance Services
CAC	Common Access Card
CAT	crisis action team
CBT RIF	Combating Terrorism Readiness Initiative Fund

CCEB	Combined Communications Board
CD	counterdrug
CDLAMP	Center for the Defense Leadership and Management Program
CHDS	Center for Hemispheric Defense Studies
CIA	Central Intelligence Agency
CID	combat identification
CINC	commander in chief of a combatant command
CIO	chief information officer
CJCS	Chairman of the Joint Chiefs of Staff
COMSEC	communications security
CONPLAN	continuity plan; concept of operations
CONUS	continental United States
CP	counterproliferation
CPA	Chairman's Program Assessment
CPC	Counterproliferation Council
CPR	Chairman's Program Review
CPRC	Counterproliferation Review Committee
CUSRPG	Canada-United States Regional Planning Group
CW	chemical warfare
D	
DAB	Defense Acquisition Board
DARPA	Defense Advanced Research Projects Agency
DCI	Director of Central Intelligence
DDWSA	Deputy Director for Wargames, Simulation, and Analysis
DepOpsDepts	Deputy Operations Deputies
DepSecDef	Deputy Secretary of Defense
DIA	Defense Intelligence Agency
DII COE	Defense Information Infrastructure Common Operating Environment
DISA	Defense Information Systems Agency
DJS	Director, Joint Staff
DLA	Defense Logistics Agency
DLAMP	Defense Leadership and Management Program
DMC	Defense Management Council
DOC	desired operational capabilities
DOD	Department of Defense
DOE	Department of Energy

DOM	Directorate of Management
DOS	Department of State
DPG	Defense Planning Guide
DRB	Defense Resources Board
DSCA	Defense Security Cooperation Agency
DSB	Defense Science Board
DTRA	Defense Threat Reduction Agency

E

EA	Executive Assistant
EAP	Emergency Action Procedures
E-JROC	Expanded JROC
EO	executive order
ERC	exercise-related construction; Executive Review Committee
EW	electronic warfare
EXCOM	Executive Committee

F

FAA	Federal Aviation Administration
FAD	force activity designators
FEMA	Federal Emergency Management Agency
FHP	Force Health Protection
FM	functional manager
FOP	Functional Process Owner
FYDP	Future Years Defense Program

G

GCC	Global Command and Control
GCCS	Global Command and Control System
G/FO	general/flag officer
GI	geospatial information
GSA	General Services Administration
GSORTS	Global Status of Resources and Training System

H

HA	humanitarian assistance
HNFC	Host-Nation Funded Construction

I

IADB	Inter-American Defense Board
IADC	Inter-American Defense College
IAW	in accordance with
ICAF	Industrial College of the Armed Forces

IG	Inspector General
IM/IT	information management/information technology
INSS	Institute for National Strategic Studies
IPL	integrated priority list
IRMC	Information Resource Management College
IS	information superiority
ISB	Intelligence Systems Board
ISR	intelligence, surveillance, and reconnaissance
IW	information warfare

J

J2J	Deputy Director for Joint Staff Support
JCIDO	Joint Combat Identification Office
JCIWS	Joint Command, Control, and Information Warfare School
JCS	Joint Chiefs of Staff
JCSOS	Joint and Combined Staff Officer School
JCWS	Joint Combined Warfighting School
JDAMIS	Joint Duty Assignment Management Information System
JFC	joint force commander
JFSC	Joint Forces Staff College
JFRG	Joint Functional Requirements Generator
JHO	Joint History Office
JIEO	Joint Interoperability Engineering Office (DISA)
JLACTD	Joint Logistics Advanced Concepts Technology Demonstration
JLOTS	joint logistics over-the-shore
JMA	joint mission area
JMPAB	Joint Materiel Priorities and Allocation Board
JMRR	Joint Monthly Readiness Review
JMUSDC	Joint Mexican-United States Defense Commission
JNOCC	JOPES Network Operations Control Center
JOA	Joint Operational Architecture
JOD	Joint Operations Division
JOPES	Joint Operation Planning and Execution System
JPME	Joint Professional Military Education
JRB	Joint Requirements Oversight Council Review Board

JROC	Joint Requirements Oversight Council
JROTC	Junior Reserve Officer Training Corps
JSCP	Joint Strategic Capabilities Plan
JSIN	Joint Staff Information Network
JSMG	Joint Service Materiel Group
JSO	Joint Specialty Officer
JSPS	Joint Strategic Planning System
JSUNET	Joint Staff Unclassified Network
JTAMDO	Joint Theater Air and Missile Defense Organization
JTAV	Joint Total Asset Visibility
JTB	Joint Transportation Board
JTC	Joint Transition Course
JV	joint vision
JWCA	Joint Warfighting Capability Assessment
JWSTP	Joint Warfare Science and Technology Plan

L

LA	Legislative Assistant
LC	Legal Counsel
LCM	Life cycle management
LIMDIS	Limited Dissemination System
LNO	liaison officer
LRC	Logistics Readiness Center

M

MC&G	mapping, charting and geodesy
MCC	Military Cooperation Committee
MCCC	mobile consolidated command center
MCEB	Military Communications-Electronics Board
MECC	Military Education Coordination Conference
METOC	meteorological and oceanographic
MIA	missing in action
MIB	Military Intelligence Board
MILCON	military construction
MILSEC	Military Secretary
MNS	Mission Needs Statement
MOA	memorandum of agreement
MORS	Military Operations Research Society
MSC	Military Staff Committee
MUL	Master Urgency List

N

NACISA	NATO Communications and Information Systems Agency
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NAOC	National Airborne Operations Center
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NDU	National Defense University
NESA	Near East-South Asia
NGM	National Guard Matters
NIMA	National Imagery and Mapping Agency
NMCC	National Military Command Center
NMCS	National Military Command System
NMJIC	National Military Joint Intelligence Center
NMS	National Military Strategy
NMSD	National Military Strategy Document
NORAD	North American Aerospace Defense Command
NPES	nuclear planning and execution system
NRO	National Reconnaissance Office
NSA	National Security Agency
NSOOC	NATO Staff Officer Orientation Course
NSSA	National Security Satellite Architecture
NSC	National Security Council
NSEP	National Security Education Program
NSS	National Security Systems
NWC	National War College
O	
OAS	Organization of American States
OASD(ISA)	Office of the Assistant Secretary of Defense (International Security Affairs)
OASD(LA)	Office of the Under Secretary of Defense (Legislative Affairs)
OASD(RA)	Office of the Assistant Secretary of Defense (Reserve Affairs)
OCJCS	Office of the Chairman of the Joint Chiefs of Staff
OCONUS	outside continental United States
ODJS	Office of the Director, Joint Staff
OPCON	operational control
OPLAN	operation plan
OPR	office of primary responsibility
OpsDepts	Operations Deputies
OPSEC	operations security
ORDs	operational requirements document
OSD	Office of the Secretary of Defense
OSCE	Organization for Security and Cooperation in Europe

OUSD(C) Office of the Under Secretary of Defense
(Comptroller)

P

PA Public Affairs
PAJE Process for Accreditation of Joint Education
PermRep Permanent Representative
PfP Partnership for Peace
PJBD Permanent Joint Board on Defense
POC point of contact
POM Program Objective Memorandum
POW prisoner of war
PPBS Planning, Programming, and Budgeting
System
PRP Personnel reliability program
PSYOP psychological operations

Q

QDR Quadrennial Defense Review
QFR Questions for the Record

R

R&D research and development
RD&A research, development, and acquisition
RC Reserve Component
RCNSC Reserve Component National Security Course
RM Reserve Matters
RMA Revolution in Military Affairs
RMC Resource Management Council
RPC Regional Planning Committee
RRF Ready Reserve Fleet

S

SACEUR Supreme Allied Command Europe (NATO)
SAS sealed authentication systems
SATCOM satellite communications
SecDef Secretary of Defense
SHAPE Supreme Headquarters Allied Powers Europe
SIOP Single Integrated Operational Plan
SME subject matter expert
SMO Support to Military Operations
SOD Special Operations Division
SO/LIC special operations/low intensity conflict
SOF special operations forces
SSG special study groups

STANAG Standardization Agreement (NATO)
STO special technical operations

T

TAMD Theater Air and Missile Defense
TC-AIMSII Transportation Coordinators' Automated
Information Movement System
TDY temporary duty
TEP Theater Engagement Plan
THREATCOM threat condition
TMIP Theater Medical Information Program

U

UCP Unified Command Plan
UN United Nations
UNMSC United Nations Military Staff Committee
US United States
USAF US Air Force
USC United States Code
USCG US Coast Guard
USD(AT&L) Under Secretary of Defense (Acquisition,
Technology, and Logistics)
USDEL US Delegation
USD(P) Under Secretary of Defense for Policy
USDR US Defense Representative
USG US government
USMC US Marine Corps
USNMR US National Military Representative
USN US Navy
US PermRep US Permanent Representative
USEUCOM US European Command
USJFCOM US Joint Forces Command
USPACCOM US Pacific Command
USSOCOM US Special Operations Command
USSOUTHCOM US Southern Command
USSPACECOM US Space Command
USSTRATCOM US Strategic Command
USTRANSCOM US Transportation Command
USUN US Mission to the UN
USUNMSC US Delegation, UN Military Staff Committee
UXO unexploded ordnance

V

VCJCS Vice Chairman of the Joint Chiefs of Staff
VDJS Vice Director, Joint Staff

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