



# A Common PERSPECTIVE

Joint Warfighting Center's Newsletter

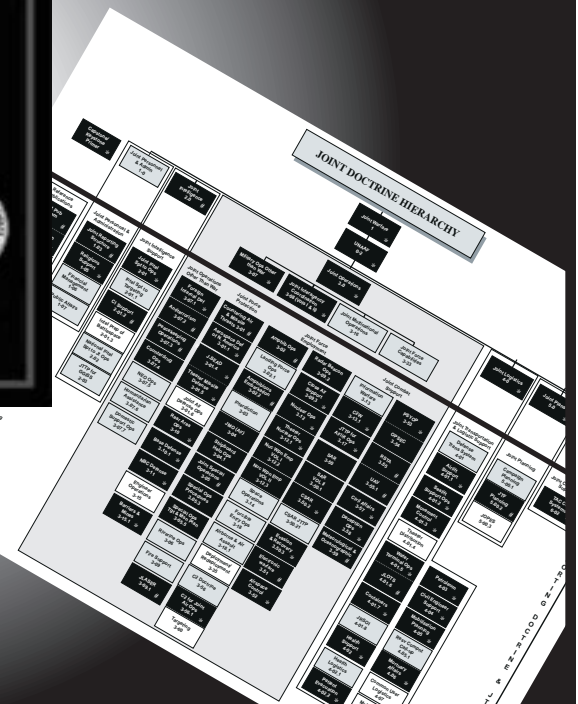
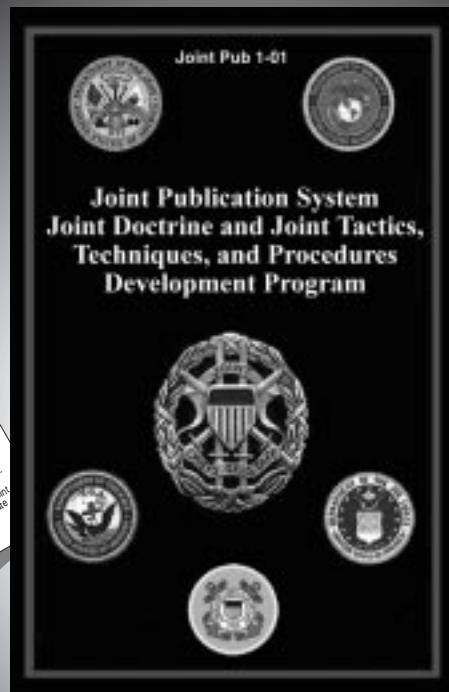
March 1997

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## Is Change Needed?

See Article on page 6



## FROM THE EDITOR

*This issue of A Common Perspective examines two prominent topics currently circulating through the joint doctrine community—the joint doctrine hierarchy and the joint force fires coordinator (JFFC). The hierarchy issue surfaced when the Chairman of the Joint Chiefs of Staff addressed the 22-23 October 1996 Joint Doctrine Working Party and proposed the joint community take a look at the current joint doctrine structure to determine if it is designed to best serve our warfighters. Consequently, the JWFC's Doctrine Division participated in a study on the subject and hosted a joint doctrine working group from 19-20 February 1997. Our article on the hierarchy begins on page 6 and provides some of the options and decisions that were proposed as a result of the working group discussions.*

*The second topic, JFFC, has been one of several issues preventing timely staffing and approval of Joint Pub 3-09, "Doctrine for Joint Fire Support." JFFC functions; value added; and cell structure, manning, and equipment have been topics of much—and often heated—discussions throughout the joint doctrine community. This issue is closer to resolution thanks to the "JFFC Study" completed by the JWFC in February 1997, and the "Army-Air Force Warfighter Conference" conducted at Fort Bliss during December 1996. Pertinent highlights from the Army-Air Force Warfighter Conference were agreements to define "fires" in terms of weapons effects rather than specific platforms, and change the JFFC title to preclude any implication of a command function. The title, joint fires element*

*(JFE) has been suggested to meet this criterion. Our article, beginning on page 9, outlines the JWFC's detailed "JFFC Study." The article addresses the many considerations (pro and con) surrounding the use of a JFFC/JFE and provides recommendations regarding inclusion of joint fires functions in joint doctrine.*

*I was extremely pleased with the responses generated by our last A Common Perspective issue, and the proposed articles for future issues that were received from some of our readers. As always, the staff is looking for articles from guest authors to publish in each issue. We will attempt to run those articles that are pertinent and interesting to our readers. Please continue to submit them and provide feedback on A Common Perspective content. Remember, joint warfare is team warfare!*

Dean Marvin, Maj, USMC,  
Executive Editor

Josiah McSpedden & Bob Hubner  
Managing Editors

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## MESSAGE FROM THE COMMANDER, JWFC

*By Maj Gen Hal Hornburg, USAF*

I challenged the JWFC members on the day I accepted command to "be leaders in trying to foster change and to do it in positive and smart ways." During the past six months, they have embraced that challenge through pro-active efforts in joint doctrine, JV 2010, joint exercise support, the Joint Simulation System (JSIMS), and the Joint Center for Lessons Learned (JCLL)—my top five priorities.

In response to General Shalikashvili's challenge to take a critical look at the joint doctrine hierarchy, Doctrine Division examined the current joint doctrine organization and development system, and provided recommendations to the recent Joint Doctrine Working Group (JDWG). The JDWG settled on three potential hierarchy COAs and over twenty recommendations to improve joint doctrine development which will be presented to the next JDWP. A review of all the JDWG recommendations is our feature article.

The JV 2010 Division hosted two flag officer seminars last fall followed by two action officer working groups. Each provided valuable recommendations to improve working drafts of the "Concept for Future Joint Operations (CFJO)." The CFJO is a tool which helps us think about future operations and explore new operational concepts, along with the key enablers of technology and information superiority, to determine the conceptual template that will lead the US Armed Forces into the 21st Century. The JWFC recently hosted the third and last flag officer seminar to obtain informed, professional, senior-level feedback on the draft CFJO. This goal was achieved, and the CFJO preliminary coordination draft should be released by the time this issue is received. We also have developed the "JV 2010 Implementation Master Plan" which addresses the three components of implementation: conceptualization, assessment, and integration. It should be released for publication during the summer of 1997.



The JWFC recently provided "full package support" to USSOUTHCOM Exercise BLUE ADVANCE 97. Over 100 JWFC personnel deployed to Panama during the execution phase. "Full package support" included exercise design, scenario development, hosting planning conferences, joint operations instruction, joint exercise control group manning, joint theater level simulation technical support, and facilitation of an after action review for General Clark and his staff. We will provide similar support for Exercises ROVING SANDS, COBRA GOLD, and AGILE LION.

Our unique relationship with the warfighting community resulted in JWFC becoming the program advocate for JSIMS users. JSIMS is the DOD flagship simulation system to support training into the 21st Century, intended to replace many legacy systems. Primarily, the JWFC effort is to collect and collate user requirements and priorities throughout the life cycle of the program. During the seven-year campaign to full operational capability, we also will act as program element monitor and oversee the verification, validation, and accreditation process.

Finally, we recently established JCLL operations at the JWFC. We have developed a phased implementation plan to provide a quality, user-friendly JULLS database linked to the UJTL and after-action reports. The details of our JCLL initiatives are outlined on page 30.

We have a full plate, but there will be no "average effort" in the above areas. I trust this issue of ACP will stimulate thought and ask that you aid us in our efforts to ensure joint doctrine, future concepts, and training support systems provide a sound foundation for more capable and efficient joint forces.



## JWFC DOC-DIV UPDATES

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

I've been here about eight months now and, although I've spent more time behind my desk than I would prefer, it's been a fast-paced and interesting time. After getting a Joint Doctrine Working Party (JDWP) under my belt, I look forward to the next. My regards to COL Denny Dimengo for his efforts hosting the last JDWP. He is now off to Europe, and I know he will do well. A sincere welcome goes to COL Hank Hodge as Denny's replacement. As stated in the last issue of *A Common Perspective*, we have gained eleven new members to the Doctrine Branch in the previous six months. We are rapidly maturing as a team and look forward to working with all of you.

A lot has happened in the JWFC and throughout the joint doctrine community over the last six months. Of significance is the results of the Army-Air Force Warfighter Conference during 4-5 December 1996. From that productive conference, there were significant steps taken to resolve key issues that are critical to Joint Publications 3-01, 3-03, 3-09, and 3-56. First, wording for the definitions of "fires", "joint fires", and what was formerly called the "joint force fires coordinator (JFFC)" was clarified. The elements of the fires hierarchy will be defined in terms of "effects" rather than weapons systems/platforms. It also was agreed that the surface component commander (SCC) (not an approved term) would be the supported commander for joint fires throughout his area of operations (AO), while the air component commander is the supported commander beyond the AO. During deliberate planning, all targets will be coordinated to the maximum extent possible, but especially those targets forward of the fire support coordination line (FSCL). Regarding JP 3-01, "Joint Doctrine for Countering Air and Missile Threats," both Services agreed that ARFOR assets apportioned by the JFC to the JFACC for counterair missions would be in direct support (vice TACON) to the JFACC. Furthermore, it was determined that the SCC is the supported commander within his AO for counterair targets, and that offensive counter air targets will be coordinated to the maximum extent possible with affected commanders.

Another major effort currently being conducted by the Doctrine Division is helping the JDD, J-7 with the joint doctrine hierarchy review prompted by the Chairman's challenge during the last JDWP. LtCol Howard Schick has the lead for us, and a review of the recent JDWG recommendations is provided on page 6.

Exercise UNIFIED ENDEAVOR (UE) 97-1 was conducted during December 1996 at USACOM's Joint Training Analysis and Simulation Center. This exercise offered the JWFC an opportunity to observe a major JTF exercise in the local area with very little cost and huge dividends. Our action officers were able to observe the Joint Targeting Coordination Board (JTCB) and the JFC's video teleconferencing updates, as well as capture the observations offered by the USACOM observer/trainers. Some of our observations from UE 97-1 centered on terminology, the JFFC, air apportionment and the air tasking order cycle, information management, and a fairly new concept called the joint analysis cell. The opportunity to observe a JTF in action has proven to be extremely beneficial for our education and joint doctrine development.

Another major Doctrine Division task was the recently completed JFFC Study. Extensive research was conducted via the JEL, JULLS, and observing/interviewing key participants during UE 97-1. The results were forwarded to the JDD, J-7, Joint Staff and will be added to the JEL in the near future. A synopsis of the study is provided beginning on page 9.

An influx of publication assessments is upon us and we currently have over a dozen publications in either assessment or revision. The future looks busy, and that's good. During the next six months, we will be working the new projects hard and continue to move the programmed efforts forward. Thanks for all your feedback on our requests for information; we could not function without you!

### PUB ASSESSMENTS BRANCH

The October 1996 JDWP witnessed the implementation of yet another new procedure in our ongoing attempts to improve the joint pub assessment process. Although JDWP members were asked once again to vote on those pubs eligible for assessment, this time members voted at their home station using "absentee ballots" sent out as part of the read-ahead packet. In addition to their "absentee ballot," recipients received JWFC recommendations on which pubs should be assessed and which ones should not. The ballots were returned to JWFC prior to the JDWP, the votes tallied, and the results briefed by the JWFC Assessments Branch Chief. This new method achieved the same results as before, but saved considerable time in the process, and was generally well received by JDWP members. Accordingly, you can expect to see this method used for future JDWPs until someone comes up with a better idea. For those readers who may not have gotten the word, the pubs voted for assessment at the October 1996 JDWP are: Joint Pubs 3-04, 3-17, 4-02, 4-03, 4-04, and 4-05.

The April 1997 JDWP members will be voting on the following six joint pubs:

- Joint Pub 3-01.5, "Doctrine for Joint Theater Missile Defense"
- Joint Pub 3-07, "Joint Doctrine for Military Operations Other than War"
- Joint Pub 3-09.3, "Joint Tactics, Techniques, and Procedures for Close Air Support (CAS)"
- Joint Pub 3-13.1, "Joint Doctrine for Command and Control Warfare (C2W)"
- Joint Pub 3-57, "Doctrine for Joint Civil Affairs"
- Joint Pub 3-50.2, "Doctrine for Joint Combat Search and Rescue (CSAR)"

In addition to the six pubs voted for assessment at the October 1996 JDWP, the JWFC, at the direction of the CJCS, also conducted an accelerated, out-of-cycle assessment of Joint Pub 3-07.2, "Joint Tactics, Techniques, and Procedures for Antiterrorism." To date, the JWFC has conducted 22 assessments: Joint Pubs 0-2, 1-05, 2-0, 3-02, 3-02.3, 3-04.1, 3-07.2 (twice), 3-09.1, 3-09.2, 3-10, 3-10.1, 3-12, 3-15, 3-50, 3-50.1, 3-53, 3-55, 4-0, 4-01.5, 5-00.2, and 6-0. Only three pubs were previously voted not to be assessed, Joint Pubs 1, 3-07.1, and 3-54. Although Joint Pubs 3-05.3 and 3-05.5 have previously been voted to be assessed, the assessments will not begin until Joint Pub 3-05 has been revised and approved.

Questions regarding joint pub assessments should be directed to the JWFC POC, LTC Steve Senkovich, USA, Chief, Joint Publication Assessments Branch at DSN 680-6409, or e-mail [senkovic@jwfc.army.mil](mailto:senkovic@jwfc.army.mil).

## PUB DEVELOPMENT BRANCH

Doctrine Division has three publications in development as follows:

- The second draft of Joint Pub 3-33, "Joint Force Capabilities," and a prototype CD-ROM will be released and distributed in April 1997.
- Second draft comments to Joint Pub 3-16, "Joint Doctrine for Multinational Operations," have been received and consolidated. We anticipate release of the preliminary coordination version in March or April 1997.
- The first draft of Joint Pub 3-13, "Joint Doctrine for Information Operations," formerly Information Warfare, was completed in January 1997. The second draft is scheduled for release this spring.

Three other pubs are in revision as follows:

- The latest revision of Joint Pub 1-01, "Joint Publication System, Joint Doctrine and JTTP Development Program," currently in preliminary coordination, will include some of the suggestions proposed during the Joint Doctrine Working Group held in February 1997.
- Joint Pub 5-00.2, "JTF Planning Guidance and Procedures," preliminary coordination comments were consolidated and incorporated into the final coordination version which was recently released.
- Joint Pub 3-07.2, "JTTP for Antiterrorism," underwent an accelerated assessment in October 1996 which was directed by CJCS. The reformatted pub is awaiting approval.

Questions and comments regarding joint pub development should be directed to the JWFC POC, CDR Paul Momany, USN, Chief of the Joint Publication Development Branch, at DSN 680-6865, or e-mail [momanyp@jwfc.army.mil](mailto:momanyp@jwfc.army.mil).

## PERSONNEL

In the last issue, we introduced the new Doctrine Division Chief, Col Bob Brodel, and eleven new action officers. Fortunately, for the stability of Doctrine Division, there are less changes to announce with this issue. **Maj Mark Yakabe** was chosen from among his peers to be the JWFC Executive Officer and moved to the front office, and **CDR Pat Clark** has moved to another building to establish the Joint Center for Lessons Learned (JCLLs). We wish them well!

We also gained two more Doctrine Support Group (OC, Inc.) members: **Mr. Terry Patterson**, a former SOCCENT J-3, and **Mr. Jeff Spencer**, a multimedia specialist. Welcome gentlemen!



### AIG 7029

In past months, we have learned that numerous AIG 7029 messages have not been received by the appropriate doctrine offices. The JWFC sent out a test message in January 1997 from the Fort Monroe Message Center. The results revealed that all the receiving message centers acknowledged receipt of the test messages within 96 hours. However, the messages did not always make it down to the appropriate offices. All AIG 7029 addressees need to coordinate with their message centers to ensure routing indicators and office symbols/codes are correct and messages are forwarded accordingly. Telephonic or e-mail confirmations can help to assure us that messages get through, but we need to assist the J-7 in trying to make AIG 7029 a viable means to disseminate information.

# JOINT DOCTRINE ORGANIZATION AND DEVELOPMENT: THE ROAD AHEAD

By Mr. Bob Hubner, JWFC, Doctrine Support Group

## BACKGROUND

During the 22-23 October 1996 Joint Doctrine Working Party (JDWP), the Chairman of the Joint Chiefs of Staff (CJCS) challenged the joint doctrine community to form a special working group to look at whether we should present joint doctrine along the lines of the way we fight rather than how our staffs are organized. The CJCS added that this group should examine if it is really a better way of looking at doctrine, is there "value added," and "will this advance the joint fight." Joint Doctrine Division, J-7, Joint Staff took on the challenge by developing a process to examine not only the joint doctrine hierarchy, but also joint doctrine development. One key step in the study process was convening a Joint Doctrine Working Group (JDWG) which was hosted by the JWFC from 19-20 February 1997. The JDWG voting members were representatives from the Services, combatant commands, and J-7. COL Hodge, Chief of the Joint Doctrine Division, J-7, Joint Staff presided. He outlined the JDWG objectives which centered around considering potential improvements to the joint doctrine hierarchy and the joint doctrine development system. The JDWG goal was to choose joint doctrine hierarchy courses of action (COAs) and development system change recommendations for presentation at the 1-3 April 1997 JDWP. It is envisioned that the JDWP will agree on recommendations to the CJCS and, ultimately, approved changes will be implemented in appropriate joint publications.

## HIERARCHY OPTIONS

Each voting member of the JDWG presented their command's view on the joint doctrine hierarchy. There were three COAs which deserve closer analysis: (1) align the hierarchy with the Universal Joint Task List (UJTL), (2) transition to a Joint Vision (JV) 2010 arrangement, or (3) maintain the current hierarchy and transition to a joint doctrine electronic encyclopedia. Each option was unique and had its advantages and disadvantages.

COA 1. It was proposed that since the UJTL is based on joint doctrine and contains tasks that can be performed by a joint force, model the hierarchy after the UJTL structure. The UJTL separates tasks into four levels of

war: (1) Strategic National, (2) Strategic Theater, (3) Operational, and (4) Tactical. The audience for joint doctrine includes strategic level planners and operators, therefore, the option illustrated in Figure 1 includes titles from both strategic levels. Proponents of this COA stressed the importance of the UJTL tasks in guiding joint planners and operators and noted the source doctrine under the current hierarchy structure is scattered over

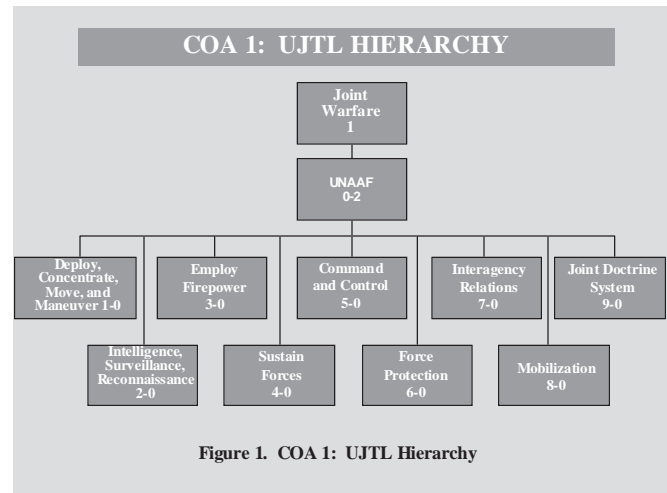


Figure 1. COA 1: UJTL Hierarchy

several pubs and across the stovepipes. Figure 2 illustrates this point by showing six joint pubs that must be referenced to obtain guidance for just one UJTL task and its associated subtasks. This situation is common for most UJTL tasks. Critics of this COA addressed the past and anticipated volatility of the UJTL system, which will make it difficult to stabilize joint doctrine. They also noted that the current system is equally useful to the way we fight.

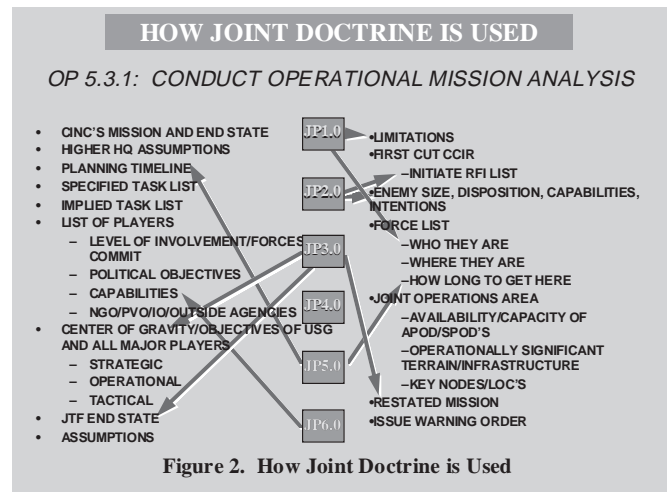
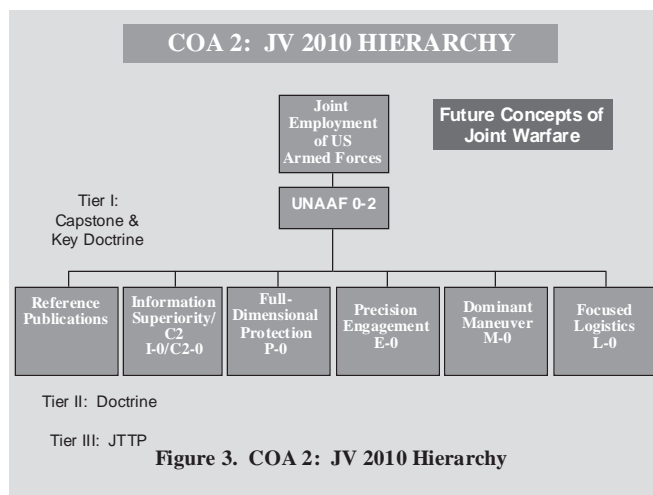


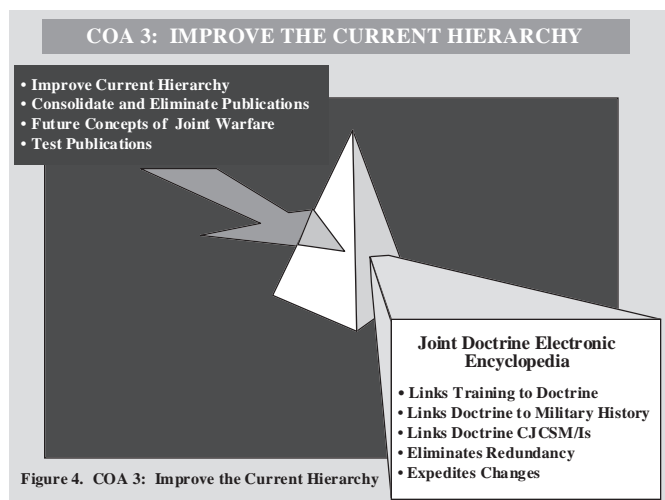
Figure 2. How Joint Doctrine is Used

COA 2. Several JDWG members viewed the four pillars of JV 2010 (dominant maneuver, precision engagement, full-dimensional protection, and focused logistics) as the obvious, logical way to organize the joint doctrine hierarchy according to how we will fight. Not all

current joint doctrine can fit neatly into the four pillars. Therefore, a three tiered system of key doctrine; supporting doctrine; and joint tactics, techniques, and procedures (JTTP); along with additional stovepipes for reference pubs and the main enabler, information superiority, were added as structural elements of the proposal. An example of how this might work is shown in Figure 3. It was felt this approach still will require integration across the operational concepts as the current hierarchy does—the pubs will not have stand-alone characteristics. There was general agreement that this COA has potential for the future, but it would be premature to attempt a near-term transition since the pillar definitions are subjects of ongoing discussions. As a counterpoint, some suggested the joint doctrine community could use a phase-in approach in the near future to provide a smooth transition to a foreseeable end.



COA 3. The current hierarchy is organized to facilitate finding guidance regarding a staff function (e.g., intelligence support, planning) or a particular type of operation (e.g., peacekeeping, water terminal). It does have built-in redundancy. For example, similar discussions on the joint targeting cycle can be found in both Joint Pub 2-0, "Joint Doctrine for Intelligence Support to Operations," and Joint Pub 3-56.1, "Command and Control for Joint Air Operations." The joint community has tried to both categorize the doctrine and also provide a measure of stand-alone guidance in each publication. Nevertheless, most publications are not unique and often have several references to other pubs which is not user friendly. Generally, the current hierarchy facilitates filing, but usage is cumbersome regardless if the user has the printed pubs or the CD-ROM—there are no hyperlinks to take the user directly to the related guidance. Therefore, a large majority of the JDWG members favored improving the current hierarchy and ultimately transitioning to an "electronic encyclopedia" of joint doctrine. See Figure 4. They felt joint doctrine could have more utility by providing electronic links to training, military history, and CJCSI/Ms. Additionally, an electronic link capability could



enable an effort to reduce redundancy and ease making changes to joint doctrine. It was noted that going electronic is hindered by existent capabilities of the users, scarce communications links to operational sites, and the flexibility a 6 x 9 publication has over a laptop computer in some situations.

## COA COMPARISONS

Beyond their claim to align joint doctrine more closely with the "way we fight or will fight," COAs 1&2 would require a significant rewrite/reorganization of joint and Service doctrine and JTTP to categorize it into the new stovepipes (i.e., employ firepower, dominant maneuver). Neither appears to offer a significant "value added" to prompt a costly and time consuming change—especially since the joint community is relatively pleased with the present hierarchy as a means to categorize joint doctrine and JTTP. Further, redundancies and referencing across the new stovepipes would remain problematic. This fact prompted the JSOFI representative to recommend the group take action to reduce the number of pubs in whichever hierarchy is used and suggested Joint Pub 3-05.5, "Joint Special Operations Targeting and Mission Planning Procedures," be considered for deletion upon approval of Joint Pub 3-60, "Joint Targeting."

COA 3 presents the most workable and relevant improvement to the organization of joint doctrine—a transition from categorizing joint doctrine by staff function or military operation towards electronically linked principles/concepts. Ultimately, COA 3 has the potential to eliminate the need for books to hold related principles/concepts/guidance by providing a seamless electronic system. Furthermore, joint doctrine can be linked to other significant information systems such as the UJTL and the Joint Universal Lessons Learned System (JULLS) as illustrated in Figure 5. This technology is available today and applied in various electronic encyclopedias like Microsoft's ENCARTA 97. Mr. Frank Moen, site manager for OC,

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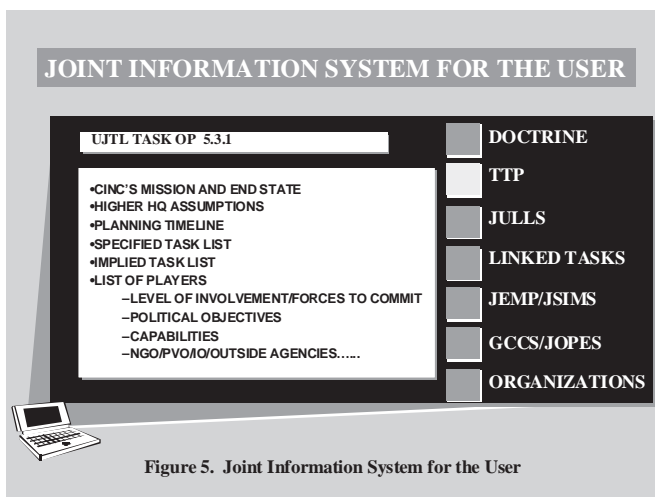


Figure 5. Joint Information System for the User

Incorporated, presented a sample hyperlink scheme which connected "combat assessment" to related joint doctrine, JTTP, JULLS, and military history examples. He also used embedded pictures, sounds, and video clips to enhance the information.

It is evident that information can be linked and made much more informative and user friendly without having to file it in alphabetical order (as done with printed versions of encyclopedias) or in books (as done with our joint doctrine). COAs 1&2 are essentially a repackaging of joint doctrine—COA 3 offers a future with a seamless architecture, perhaps without a rigid hierarchy.

## DEVELOPMENT PROCESS IMPROVEMENTS

The JDWG members also presented many significant recommendations regarding the current joint doctrine development process. The process outlined in Joint Pub 1-01, "Joint Publication System Joint Doctrine and Joint Tactics, Techniques, and Procedures Development Program," has been modified and tested in minor and major ways for the last ten years, but apparently there remains considerable room for improvement. The group endorsed several recommendations which center around resolving difficulties in using, staffing, and changing joint publications. A summary is provided below. **(Bolded text indicates that the item has been adopted or is being incorporated.)**

- Integrate information technologies to improve efficiency and save money: **place program directives and draft publications on the WWW for staffing**; enhanced use of CD-ROMs; use technology to rapidly change and synchronize information in all joint pubs; hyperlink information.
- Improve the responsiveness and distribution of joint pub changes: post all changes on the WWW

using an on-line change bulletin; publish a list of changes in the Joint Forces Quarterly, and A Common Perspective; develop and use a joint pub format that allows page changes.

- Develop the capability to cross reference joint doctrine and the associated UJTL task(s).
- Develop a database of agencies and their joint courses; notify these agencies of doctrinal changes to assist the alignment of doctrine and training materials.
- Develop a process to reduce the quantity of joint pubs and **specify procedures to eliminate joint pubs no longer required.**
- **Implement test pub procedures.**
- Develop a CJCS joint doctrine philosophy statement and distribute it to the joint community.
- Specify the joint pub distribution and funding process in JP 1-01, "Joint Publication System, Joint Doctrine and Joint Tactics, Techniques, and Procedures Development Program."
- Improve joint doctrine development system management: **develop and implement procedures to quickly elevate contentious issues to decision making authorities; develop systems to avoid delays**; efficiently manage and monitor joint pub development timelines and ensuring adherence to milestones; implement sequential joint doctrine development by developing key doctrine first, then the supporting pubs; prioritize new joint pubs; develop annual goals and an organized plan to develop and revise joint pubs; eliminate information in supporting doctrine and JTTPs which also is contained in capstone and keystone pubs.
- Establish a joint doctrine development report on the WWW Home Page to include the development and distribution status of pubs.
- Establish procedures in JP 1-01 for presenting new joint pub development recommendations to the JDWP; include requiring the recommending agency to submit a concept paper (information paper format) that specifies the proposed joint pub scope and justifies the request.
- Staff all drafts, to include final drafts, with the Services, combatant commands, and the Joint Staff. Ensure the combatant commands and Services have at least 30 days to review program directives and joint pub final coordination drafts.
- **Define the purpose and relationship among: joint doctrine and JTTP publications, CJCSIs, CJCSMs, joint primers, and handbooks in JP 1-01.**



- Define the terms “capstone” and “keystone,” and further clarify the definitions of “critical” and “major” comments in JP 1-01.
- Specify the JP 1-02, “DOD Dictionary of Military and Associated Terms,” terminology approval process in JP 1-01. Develop a program directive and purpose statement for the revision of JP 1-02; establish staffing procedures similar to other joint publications; separate the specialist glossary for technical terms; retain a page-in and page-out capability.
- Include program directives with all joint pub coordination draft copies.
- Include a brief summary in joint pub coordination drafts of important changes from previous drafts and a discussion of critical and major comments that were not included.
- Highlight revisions from previous joint pub drafts; all pub changes should be clearly marked.
- Print all draft pubs with numbered lines.
- Develop a flowchart in JP 1-01 that clearly shows the procedures to initiate a joint pub.

## SUMMARY

The JDWG accomplished a great deal in defining the joint community's joint doctrine development needs. Regardless of which direction the hierarchy takes, digital technology will probably be a key part of the "road ahead" to develop joint doctrine more efficiently and make it more useful.



### JOINT PUB USER FEEDBACK

Each joint pub solicits user comments. Everyone has the opportunity to make recommendations to improve joint pubs. Comments received by the joint community will be included in the final pub assessment report prepared by JWFC. All are strongly encouraged to use this means to help make joint doctrine the best warfighting guidance available. Contact any of our officers through the E-mail, phone, or fax numbers provided on page 18.

# JOINT FORCE FIRES COORDINATOR STUDY

By Mr. Bob Hubner, JWFC, Doctrine Support Group

## BACKGROUND

The concept of a joint force fires coordinator (JFFC) as part of the Joint Force Commander's (JFC) staff, introduced in JP 3-09, "Doctrine for Joint Fire Support," has been in debate from its inception. Through JP 3-09 comments, the USAF objected to associating fires (lethal/nonlethal weapons effects) with air operations missions. With no universally acceptable fires construct, the related JFFC concept also was a point of discussion. The JFFC concept needed some analysis since preliminary coordination of JP 3-09 likely would result in CJCS involvement. Therefore, J-7, Joint Staff, requested the Joint Warfighting Center (JWFC) conduct a detailed JFFC study to consider advantages/disadvantages, long range implications, impact on joint doctrine and joint targeting procedures, lessons learned from joint exercises, and provide a recommendation reference the JFFC.

## STUDY METHODOLOGY

The JWFC decided to approach the JFFC concept from a JFC's viewpoint. The thrust was to identify all pertinent joint fires functions and tasks and associate them with joint force agents who could assist the JFC in accomplishing those functions and tasks. Likely JFFC functions and tasks were examined for suitability, efficiency, duplication, and value added to determine the potential role and utility of the JFFC. The study used the title "JFFC" as a point of reference—not to endorse the name.

## GATHERED DATA

Extensive research produced a voluminous amount of data from the joint electronic library (JEL), Joint Universal Lessons Learned System (JULLS) entries, the Universal Joint Task List (UJTL), Standing Operating Procedures (SOPs), position papers, interviews, and observations from Exercises UNIFIED ENDEAVOR (UE) 96-2 and 97-1.

- **Approved joint doctrine** requires the JFC to practice operational art by synchronizing the actions of air, land, sea, space, and special operations to achieve strategic and operational objectives; and to organize the staff and assign responsibilities to individual Service members as deemed necessary

*(Continued on next page)*

to ensure unity of effort. Further, the JFC is to provide targeting guidance, objectives, and priorities. Joint Pub 0-2, "Unified Action Armed Forces," institutes the operations division, led by the J-3, as the JFC's primary agency to plan, coordinate, and integrate operations. The J-3 also may be required to disseminate general targeting guidance and establish a joint targeting coordination board (JTCCB). The JTCCB should maintain a macro-level view of the area of responsibility (AOR)/joint operations area (JOA) targeting effort. The doctrinal role of component commanders is to accomplish detailed execution planning for the use of forces and materiel under their control within their operational areas. Specifically, the JFACC uses inherent and liaison team expertise to coordinate, deconflict, and synchronize joint air targeting; and conduct air operations execution planning.

- **The Universal Joint Task List (UJTL)** task OP 3, "Employ Operational Firepower," describes the employment of operational firepower as using lethal and nonlethal means to defeat enemy forces or to maintain freedom of movement. Firepower refers to the delivery of all types of ordnance to include bombs, rockets, missiles, and artillery, as well as other nonlethal means against enemy targets at operational depths. The UJTL further outlines related tasks (e.g., preparing plans/orders, synchronizing/integrating operations, employing operational information warfare [IW]) and subordinate tasks (e.g., establishing targeting guidance, developing targets, publishing tasking orders, conducting combat assessment).
- The geographical combatant commanders and many Service force headquarters who may be established as nucleus JTF headquarters have developed **SOPs, orders, and other documents** to provide guidance regarding various joint fires tasks, actions, and functions. Some JFCs (e.g., US Atlantic Command, joint task force commanders) employ the JFFC with a supporting cell along with a JTCCB and JFACC in their SOPs and orders. Others (e.g., US Central Command, Combined Forces Command Korea) use the JTCCB and JFACC to conduct joint fires coordination. The J-3/JFFC primarily assists the JFC in developing targeting guidance used by the JFACC to develop a joint integrated prioritized target list (JIPTL), which is reviewed by the J-3/JFFC and JTCCB to ensure it supports the JFC's plan. The JFACC primarily conducts weaponeering and force application, execution planning, and force execution while the J-3 directs and integrates the overall combat assessment effort. Overall, the

J-3 is the focal point for synchronization of joint fires with other joint operations.

- **Twenty-eight selected JULLS entries** generally indicated confusion regarding the targeting and joint fires coordination roles of the JFACC, JTCCB, and JFFC, but also indirectly supported the JFFC concept to clarify and disseminate targeting guidance and joint fires information.
- **A JFFC was used in USACOM Exercise UE 97-1**, and the study team interviewed key participants, to include two senior mentors. The interviewees generally endorsed the position as a J-3 special staff officer/advisor with no directive authority, who focuses on future joint fires planning and synchronization of joint fires with maneuver. During UE 97-1, the JFFC and its associated cell were effective in developing and disseminating targeting guidance, but had limited success ensuring components' targeting was synchronized with the JFC's plan. The JFACC coordinated and prioritized joint air targets, but the JIPTL did not always reflect synchronization with the JFC's plan. **UE 96-2 and 97-1 observer/trainers (OT) comments** indicated the JFFC had a practical role in planning and coordinating lethal and nonlethal joint fires, but the lack of joint doctrine was creating confusion regarding JFFC functions, manning, C4 systems support, and relationships with the JFACC and JTCCB.
- **Position papers** from US European Command, Headquarters, Department of the Army, US Army Training and Doctrine Command, Marine Forces Pacific, and the recent Army-Air Force Warfighter Conference generally supported the JFFC concept as an option to assist the J-3 in planning and synchronizing all joint fires. The Air Force Doctrine Center dissented by noting JFFC "value added" has not been observed in joint exercises.
- **The Operation UPHOLD DEMOCRACY JFFC** indicated the JFFC needed to manage JIPTL development.
- The January 1997 **preliminary coordination draft of JP 3-09** endorses the JFFC function, but renames it "joint fires element" (JFE), as an option under the JTF J-3.

## ANALYSIS RESULTS

The documented joint fires tasks were analyzed to determine the appropriate joint fires roles and functions of the JFC, J-3/JFFC, JFACC, and JTCCB. Judgments regarding the effectiveness and suitability of an agent performing a

given joint fires task were made based on established doctrine and SOPs, real-world examples, lessons learned, impact on joint doctrine and joint targeting procedures, and long-range implications to training and resources. Comparisons of the joint fires functions performed by various agents during joint operations phases (e.g., prehostilities, lodgment, etc.) and the targeting cycle were illustrated. The analysis produced the following summarized findings:

- The JFC focuses on campaign planning; component commanders focus on execution planning.
- JFCs rely on the J-3 to plan, coordinate, integrate, and synchronize joint fires with all other operations in support of the JFC's campaign/OPORD. J-3 joint fires functions are extensive enough to require the assistance of a JFFC and cell.
- JFCs usually have relied on the JFACC as their joint fires coordinator—JFACCs plan, coordinate, integrate, and synchronize air delivered joint fires. JFACCs usually cannot ensure full coordination of all joint fires.
- The level of effort and influence a J-3/JFFC or JFACC has over joint fires planning and execution is systemic and mission dependent.
- The JTCB assists the JFC in a macro-level review of targeting information/guidance and ensures component commander concerns are addressed. The JTCB tasks require far more time and effort than a group of senior officers meeting for an hour can, or are willing to, provide. Hence, supporting agents like the JFFC have evolved.
- Duplication of joint fires tasks exists between the JTCB and the notional JFFC, which is acceptable since the JTCB is not a full time activity.
- JFFC assumption of JIPTL development, currently a JFACC tasks/capability, may be preferred by some JFCs, which may be resisted and create a temporary duplication of capabilities until the issue is refined through doctrine, training, and experience.
- The JFFC has potential "value added" by assisting the J-3 and JFC in synchronizing joint fires with other aspects of the campaign such as maneuver, information operations, special operations, and logistics.
- A JFFC concept void in joint doctrine, along with a misleading title, have hindered development of the JFFC's role, functions, training, and organization.

## CONCLUSIONS AND RECOMMENDATIONS

The study concluded the data supports outlining the JFFC concept in developing joint doctrine as an option. The title is unimportant, but the associated functions and tasks, along with where they are performed, are key to its acceptance and development. Adopting the JFFC should provide an improvement in joint operations efficiency regarding synchronization of joint fires with the JFC's campaign plan; but it will be accompanied by a moderate price in personnel, training, and C4 systems support.

**The study recommended establishing in joint doctrine that: the coordination, integration, and synchronization of joint fires with other major elements of the campaign are J-3 functions; the J-3 should establish and serve as a member of the JTCB; and the J-3 may be assisted by a senior subordinate (e.g., Joint Fires Officer) with a supporting cell (e.g., Joint Fires Element).**

Potential tasks associated with the J-3 joint fires functions were listed as: (1) development of joint fires estimates for COA development/refinement, (2) development and promulgation of a joint fires appendix to the OPORD, (3) periodic assessments of "joint fires" support of the campaign/operation, (4) development of joint targeting guidance, objectives, and priorities for JFC approval, (5) delineation of desired weapons effects and timing of those effects primarily for high value and high payoff targets, (6) development and promulgation of joint targeting procedures, (7) coordination of combat assessment efforts by the joint force, (8) recommendation, coordination, review, designation, and dissemination of fire support coordination measures (FSCMs), (9) maintenance of current joint fires operations and logistics awareness, (10) development of the role, functions, and agenda of the JTCB for JFC approval, (11) review of targeting information as it pertains to JFC targeting guidance, objectives, and priorities, and (12) executive assistant for administrative and logistic support of the JTCB.

**The study further recommended addressing JIPTL development and refinement in Joint Pub 3-60, "Joint Doctrine for Targeting."**

*[The complete JFFC Study is available for download from the JEL on-line at [http://www.dtic.mil/doctrine/jel/other\\_pubs.htm](http://www.dtic.mil/doctrine/jel/other_pubs.htm)]*



# INFORMATION OPERATIONS

By Mr. Tom Barrows, JWFC, Doctrine Support Group

The information age is here, and with it has arrived a whole new related set of ideas and technological capabilities. It is not surprising that these ideas and capabilities are rapidly being adopted and adapted for use in military operations across the range of military operations at all levels of war. In fact, these ideas and capabilities already are being applied by US military forces under the broad concept of information operations. The rapidly increasing need for access to ever-increasing types and quantities of information is highlighted in Figure 1.

Department of Defense policy for information operations was promulgated on 9 December 1996 in DOD Directive S-3600.1, "Information Operations (IO)." A successor to former "information warfare policy" and signed by Deputy Secretary of Defense John P. White,

DODD S-3600.1 provides policy, definitions, and assigned information operations responsibilities for DOD components—the Military Departments, the Chairman of the Joint Chiefs of Staff, the combatant commands, the DOD Inspector General, the Defense agencies, and the DOD field activities. Although classified Secret to maintain certain national security aspects of information operations, most of the policy and guidance in DODD S-3600.1 is unclassified. The directive places emphasis on the growing need for US forces to be prepared for missions from peace to war, to include military operations other than war, such as peacekeeping and humanitarian operations, and indicates information operations will have a major role in most future military endeavors.

As with other joint concepts, both new and enduring, terminology is a key factor. Understanding the following key terms will aid joint planners and operators and other interested parties in understanding and incorporating information operations in campaigns and joint operations.

A quick review of the key terms and the new information operations policy illustrates a renewed emphasis on planning and conducting information operations during times of peace in the hope that such operations may preclude an escalation to crisis or open hostilities.

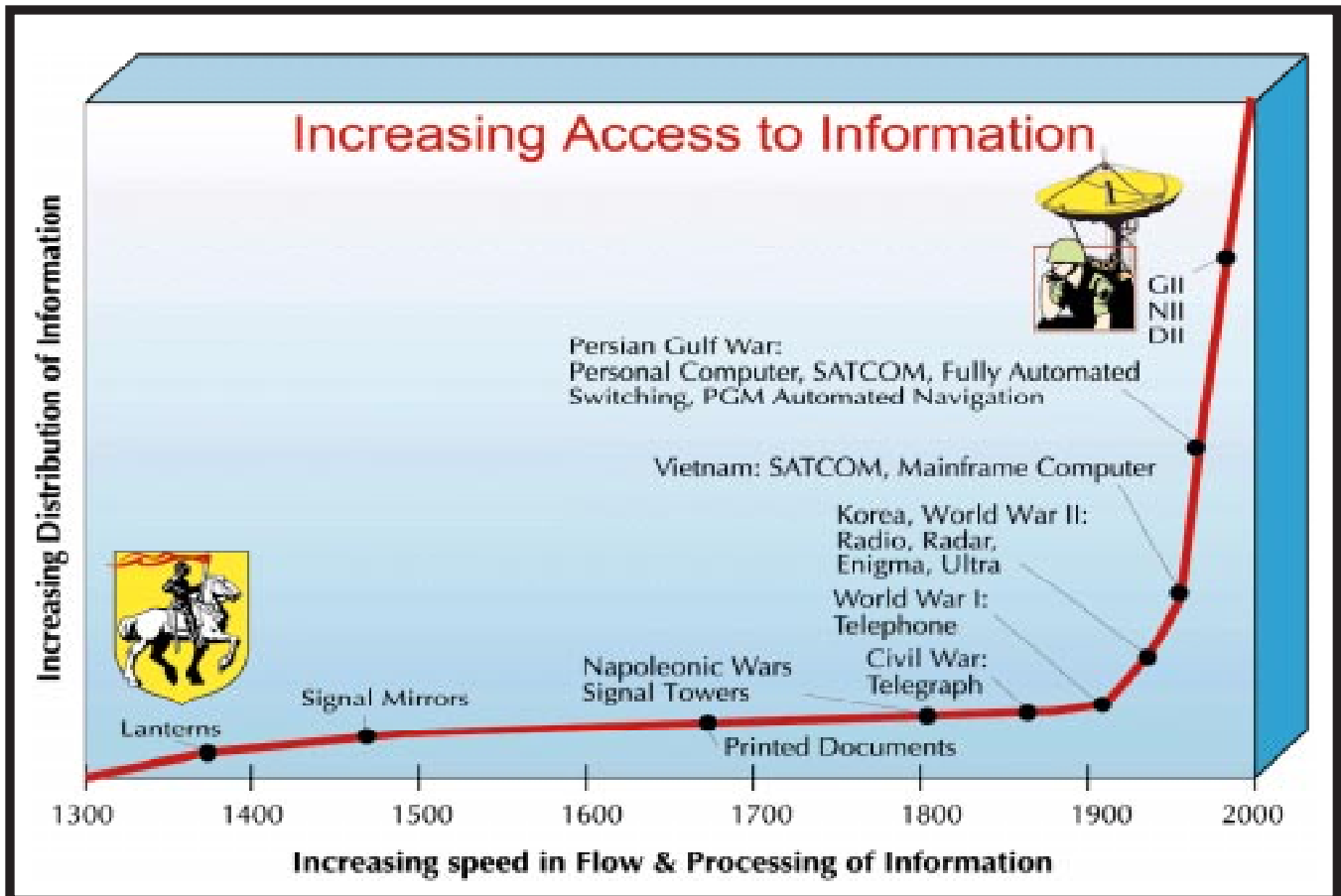


Figure 1. Increasing Access to Information

## KEY INFORMATION OPERATIONS TERMS

**information assurance.** Information operations that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and nonrepudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities. Also called **IA**.

**information environment.** The aggregate of individuals, organizations, or systems that collect, process, or disseminate information; also included is the information itself.

**information operations.** Actions taken to affect adversary information and information systems while defending one's own information and information systems. Also called **IO**.

**information superiority.** The capability to collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an adversary's ability to do the same.

**information system.** The entire infrastructure, organization, personnel, and components that collect, process, store, transmit, display, disseminate, and act on information.

**information warfare.** Information operations conducted during time of crisis or conflict to achieve or promote specific objectives over a specific adversary or adversaries. Also called **IW**.

*DOD Directive S-3600.1, "Information Operations (IO)."*

Information operations may serve as a strategy that integrates various capabilities to achieve national or military objectives. As such, information operations may be the focus of effort of a campaign or joint operation, or they may serve as a complement to the main effort of a campaign or joint operation. Information operations may be offensive or defensive in nature and must be thoroughly planned and integrated with all ongoing operations and activities in the affected operational area, and in some cases, in other supporting areas. The necessary planning for information operations, and in particular information warfare, involves a much wider array of players than most other operations. As shown in Figure 2, planning a comprehensive information operations strategy requires a broad-based "team approach."

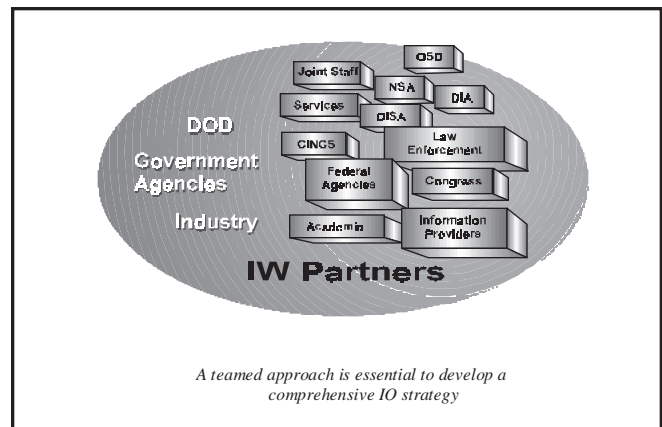


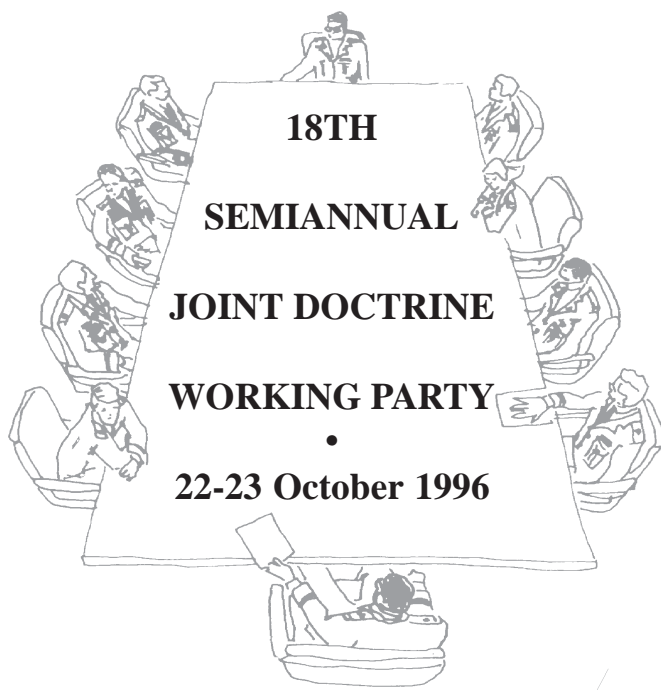
Figure 2. IW Partners

A recently drafted joint publication, Joint Pub 3-13, "Joint Doctrine for Information Operations," is in worldwide staffing with the combatant commanders, the Services, and key DOD activities and organizations. This joint publication provides the overall guidance for organizing, planning, and conducting joint information operations at the operational level of war. Once approved and promulgated by the Chairman of the Joint Chiefs of Staff, Joint Pub 3-13 will serve as the basis for combatant commanders to develop ongoing joint information operations as a key piece to their everyday peacetime campaigns within their respective areas of responsibility. These peacetime information operations would serve as a basis for subsequent information operations in crisis or war.



## MILITARY TRIVIA

Code breaking was one of the decisive factors in the winning of WWII. The allies were able to know German operations before field commanders received orders. What was the name of the main German code machine used to dispatch orders to military units?  
(See page 33 for answer.)



*By Maj Mark Yakabe, USAF, JWFC, Doctrine Division*

## OPENING REMARKS

COL Dimengo of the Joint Doctrine Division (JDD), J-7, Joint Staff, and Col Brodel, Chief of the Joint Warfighting Center's (JWFC) Doctrine Division, welcomed participants. COL Dimengo briefly discussed the major ongoing joint doctrine actions of force protection, the "big four" publications (JPs 3-01, 3-03, 3-09, and 3-56) which contain unresolved doctrinal issues, the Joint Force Quarterly's doctrine issue, and Joint Vision 2010.

## CHAIRMAN'S ADDRESS

General John M. Shalikashvili, Chairman of the Joint Chiefs of Staff, emphasized that joint doctrine is the basis for everything we do—train, organize, equip, fight. He indicated the joint doctrine development approach is about right and expressed satisfaction with progress to date and the doctrine's quality, although some work remains on several tough issues. **He also challenged the attendees to continue searching for ways to improve joint doctrine, to include considering a reorganization of the current joint publications hierarchy.** He further stressed the measure of success for any new initiative is its "value added to the joint fight."

## PROJECT PROPOSALS

**LTC Goodwin of the US Army's Training and Doctrine Command (TRADOC) provided a decision**

**brief on "Joint Doctrine for Post-Conflict Operations."** LTC Goodwin stated that the need for this guidance became apparent during a CINC support visit to USCENTCOM in January 1996. He proposed a new pub covering return to normalcy in the affected AOR, integration of intelligence, multinational and civilian organizations, the planning process, and classification of post-conflict operations. LTC Senkovich of the JWFC briefed the front-end analysis (FEA), which concluded that existing and developing pubs do not discuss the subject fully, but post-conflict activities are not "unique," and recommended they be addressed in applicable JPs under development. The wisdom of developing yet another pub was debated by several members. Finally, Mr. Gary Bounds of HQDA noted a detailed analysis was required to determine which pubs to update, and volunteered the Army to host a working group to resolve the question and develop the guidance. **All present (USPACOM and USCENTCOM were absent), except HQDA, agreed the guidance should be incorporated into existing JPs based on the results of a joint working group (JWG) hosted by the US Army.**

**Col Maxson of US Transportation Command provided a decision brief on "Joint Deployment/Redeployment Doctrine."** This proposal originated through a series of problems experienced during the deployment to Bosnia. The Director of the Joint Staff commissioned five working groups to identify solutions. One group recommended development of a standardization and accountability system for joint deployments. Existing guidance is scattered across the joint doctrine hierarchy and is "stove-piped." Col Maxson recommended developing a comprehensive deployment publication in the JP 3-0 series. Lt Col Beaudoin of the JWFC presented the FEA, and concluded there is a need for a single-source comprehensive document that applies to the deployment/redeployment process. There was considerable discussion about the lead agent (LA) and Joint Staff doctrine sponsor (JSDS) assignments. **The JDWP voted unanimously for the pub with USTRANSCOM as the LA, and recommended J-3, Joint Staff, as the JSDS with J-4 as an alternate. JDD will determine the pub number. A suggestion to place the pub above-the-line was rejected by a majority.**

**CDR Villieu of J-4, Joint Staff, provided a decision brief on "JTTP for Theater Distribution."** This proposed pub would address transportation of materiel from the sea and air ports of debarkation to the warfighter in the foxhole. Problems have been encountered with materiel visibility, port backlogs, unknown unit locations, manual processing, and large layered stocks after materiel arrives in-theater. He recommended the US Army as the LA and J-4, Joint Staff, as the JSDS. LTC Henderson of the JWFC presented the FEA, and noted several existing JPs contain some theater distribution guidance, but concluded there is a need for JTTP. Again, there was

discussion regarding the proliferation of JPs and the need to consolidate 4-0 series pubs. **A majority of voting members favored development of the pub—USAF voted no (integrate into existing pubs) and USEUCOM abstained.**

**LtCol Clark of Marine Forces Atlantic provided a decision brief on "Joint Force Land Component Commander (JFLCC)" doctrine.** He recommended JP 3-56 address JFLCC roles and functions, considerations for using a JFLCC, organizing JFLCC forces, determining the JFLCC integrated staff's size and composition, as well as other options (a subordinate JTF, one Service force OPCON to another, maintaining Service force organization). LTC Liivak presented the JWFC's FEA, which noted that the JFLCC is a developing concept, and approved joint doctrine does not provide sufficient guidance. ALSA is initiating a project to explore use of the JFLCC, and JP 3-56 will address basic JFLCC guidance. The FEA recommended the JFLCC option be included in JPs 3-56 and 5-00.2. The wisdom of modifying JP 3-56 was discussed since this could slow development. Col Awtrey of HQ USAF indicated the need for three C2 pubs (air, land, and maritime) to clarify supported and supporting relationships during joint operations. **The majority voted for additional JFLCC guidance in JP 3-56. Five members (USSTRATCOM, USSPACECOM, USCG, USA, and USAF) voted for a separate pub. ALSA was asked to brief the results of their JFLCC study during the next JDWP. JDD also will modify JP 5-00.2.**

**CDR Reams of J-4, Joint Staff, provided a decision brief on "Joint Doctrine for Engineering Operations."** JP 4-04 centers on civil engineering with a logistics focus at the strategic level only—it does not cover engineer support for all types of operations. The scope of the proposal includes fundamentals of joint engineer operations, engineer support, organizational concepts, and engineer organizations and capabilities. A new pub in the JP 3-0 series with US Army as LA and J-4 as JSDS/TRA was recommended. LTC Henderson of the JWFC briefed the FEA, which confirmed a shortage of joint engineer doctrine and concluded a new JP 3-0 series pub should be developed. **The JDWP voted unanimously to develop a separate pub.**

**Col King and CDR DeGuiea of J-4, Joint Staff, provided a decision brief on "Joint Doctrine for Logistics in Multinational Operations."** Future operations ranging from a major regional contingency to counternarcotics operations will be conducted with allies/coalition partners, and they will need focused logistics for support. The new pub will apply lessons learned from multinational exercises and operations, and provide solutions for key issues and problems. They recommended a separate pub (not imbedded guidance in JP 3-16) with the J-4 as LA and JSDS. CDR Bougard of the JWFC briefed the FEA, which noted several JPs already discuss multinational logistics topics (JPs 3-0, 4-0, 4-02, 4-03, 3-16

and 5-00.2) and recommended general guidance be placed in JP 4-0 and more detail in JP 3-16 during revisions. A long discussion ensued regarding appropriateness for joint doctrine, adequacy of JP 3-16 guidance, and national control of logistics. **Seven members (USSPACECOM, USSOUTHCOM, USTRANSCOM, USACOM, USCENCOM, USCG, and USA) voted for a new pub and seven (USSTRATCOM, USSOCOM, USEUCOM, USPACOM, USMC, USN, and USAF) voted against. COL Dimengo broke the tie by deciding J-4 would continue development of a stand-alone pub, prepare inputs to other pubs, and provide an in-progress review at the next JDWP.**

**MAJ Finnegan of TRADOC provided a decision brief on the integration of "risk management" into specific joint publications as an integral part of deliberate and crisis action planning.** A joint working group hosted by TRADOC, concluded that risk management guidance should be included in JPs 3-0, 5-0, 5-00.1, and 5-00.2; and the five-step risk management process should be incorporated in JPs 5-00.1 and 5-00.2. The members discussed the merits of placing this guidance in JPs or relying on DODD 2000.12. **Everyone but the Marine Corps agreed the proposed guidance should be placed in the suggested pubs.**

**LTC Senkovich of the JWFC provided a decision brief on the LA for JP 3-60, "Joint Doctrine for Targeting."** USACOM was scheduled as the LA with the Joint Targeting School (JTS) as PRA. USACOM withdrew and NDC volunteered as the LA with the JTS remaining as the PRA. The USAF objected and requested they be the LA. The JWFC recommended the USAF as LA and the JTS as a TRA. **The members voted unanimously for the USAF as LA with consensus to accelerate development. The JWFC will convene a JDWG to rewrite the program directive (PD).**

**LTC Gregory of TRADOC provided a decision brief on elevating JP 3-56, "Command and Control Doctrine for Joint Operations," to above-the-line status.** Reasons included: JP 3-56 provides critical and overarching doctrine which serves as the context for other functions, it is scoped to joint warfighting functions, C2 is a keystone task in the UJTL, JP 3-56 should be required reading for combatant commanders, and the Chairman has identified it as critical joint doctrine. CAPT Ferguson from the Office of the CNO agreed to its importance, but maintained it is no more critical than other doctrine such as information warfare. **All members present, except the USMC, agreed to forward the recommendation to the CJCS to elevate JP 3-56 to above-the-line status.**

**LTC Bradshaw of DIA provided a decision brief on the "SECRET" classification of JP 2-01.2, "JTTP for Counterintelligence Support to Operations."**

*(Continued on next page)*

During revision, the USAF recommended the pub be unclassified with classified appendices as required—the J-2, Joint Staff, recommended the pub remain classified. LTC Bradshaw indicated the unclassified counterintelligence portions will be available in future JP 2-0 series pubs. The members debated the amount and appropriateness of the pub's classified portions. **All except the USMC, USAF, and USSPACECOM agreed to leave the entire pub classified with USEUCOM abstaining.**

## INFORMATION BRIEFS

**Lt Col MacDonald of the Air Combat Command provided an information brief on "JSTARS Capabilities and Limitations."** He outlined the mission; typical taskings/roles; program milestones; and an overview of radar characteristics, coverage areas, employment concepts, the moving target indicator capability, and various battle management missions (C2, surveillance, indications and warning, and attack support). He closed with a prognosis of JSTARS' future, which is promising.

**Lt Col Felker of the JWFC provided an information brief on "Joint Vision (JV) 2010 and Joint Doctrine."** The four pillars of JV 2010 are dominant maneuver, precision engagement, focused logistics, and full-dimensional protection. Technological innovation, information superiority, and joint C2 will enable military forces to achieve full-spectrum dominance. Implementation of JV 2010 requires a dedicated effort, high-level oversight, enthusiastic participation by combatant commands and Services, consensus among participants, and links to established processes.

**Mr. Amott of the National Reconnaissance Office (NRO) provided a classified information brief on "NRO support."** He provided an overview of the agency's organization and outlined mission essential tasks and previous doctrine initiatives in which it participated. Functions of NRO systems include deep reconnaissance, strategic warning, situation awareness, theater-specific operations, and support to targeting.

**Group Captain D. B. Symes of the Permanent Joint Headquarters (PJHQ) (British) provided an overview of the PJHQ.** He outlined British "joint" developments, to include reasons for establishing the PJHQ. Group Captain Symes described the *modus operandi* for both normal and contingency operations, to include an overview of the typical "JTF" headquarters organization.

**Mr. Jenkins of the Air Force Materiel Command provided an information brief on "High Leverage**

**Munitions and the Air Expeditionary Force (AEF)."** He covered the armament master plan, and outlined capabilities of various weapons systems organic to the AEF and those of the seven deployable air armadas established by the ACC.

**CDR Jezierski of the J-8, Joint Staff, provided an information brief on "Combat Identification (CID)."** CID is a capability, not a system, and is a critical concern of the Secretary of Defense. The focus of CID includes: air-to-surface, surface-to-surface, surface-to-air, and air-to-air. CDR Jezierski noted a void in JTTP regarding CID.

**COL Vincent of the National Imagery and Mapping Agency (NIMA) provided an information brief on "Joint Curriculum for Fundamental Mapping and Position Technology for Service and Joint Schools."** He outlined NIMA's mission and training objectives and also provided a notional joint curriculum. NIMA is designed to support JV 2010 and new doctrine.

**Maj Marvin of the JWFC provided an information brief on the JP distribution process.** He outlined the "push" and "pull" distribution methodologies for both JPs and the JEL CD-ROMs (see page 32). Mr. Gary Bounds of HQDA indicated some problems ordering JP reprints in the desired quantities (e.g., 800 rather than 1000). COL Wallace described USEUCOM's difficulty receiving JPs. USEUCOM is attempting to circumvent the problem utilizing the Joint Doctrine WEB site and the JEL CD-ROM.

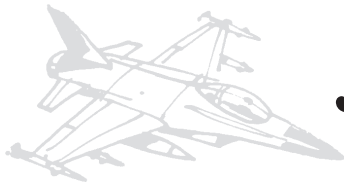
**LTC Senkovich of the JWFC provided an information brief concerning the JP assessment process.** He provided a JP assessment status report, an overview of the JP assessments in progress (to include the out-of-cycle assessment of JP 3-07.2), a list of the JPs voted on but not yet assessed, and outlined the JPs approved for assessment during the next assessment period (JPs 3-04, 3-17, 4-02, 4-03, 4-04, and 4-05).

## NEXT JDWP

The nineteenth JDWP is scheduled for 1-3 April 1997 at the JWFC on Ft. Monroe, VA. The agenda will include proposals on JTTP for Legal Support to Military Operations, Joint Doctrine for Consequence Management, Joint Doctrine for Operational Maneuver, Post Conflict Operations, early revision of JP 4-01.5, "JTTP for Water Terminal Operations," and deletion of JPs 3-09.2, "Radar Beacon Operations," and 1-01.2, "JEL Users Guide."







# JOINT PUB STATUS



## SCHEDULED FOR APPROVAL OVER THE NEXT 6 MONTHS

PUB#	TITLE	PUB#	TITLE
1-02	DOD Dictionary of Military and Associated Terms	3-07.5	JTTP for Noncombatant Evacuation Operations
1-07	Doctrine for Public Affairs in Joint Operations	3-07.6	JTTP for Foreign Humanitarian Assistance
2-0 Ch1	Joint Doctrine for Intelligence Support to Joint Operations	3-09	Doctrine for Joint Fire Support
2-01.1	JTTP for Intelligence Support to Targeting	3-15 Ch 1	Joint Doctrine for Barriers Obstacles and Mine Warfare
2-02	National Intelligence Support to Joint Operations	3-16	Joint Doctrine for Multinational Operations
2-03	JTTP for Mapping, Charting, and Geodesy Support to Joint Operations	3-18	Joint Doctrine for Forcible Entry Operations
3-01	Joint Doctrine for Countering Air and Missile Threats	3-50.21	JTTP for Combat Search and Rescue
3-03	Doctrine for Joint Interdiction Operations	3-55 Ch 1	Doctrine for Reconnaissance, Surveillance, and Target Acquisition Support for Joint Operations (RSTA)
3-04.1 Ch 1	JTTP for Shipboard Helicopter Operations	4-01	Joint Doctrine for the Defense Transportation System
3-05 Ch 1	Doctrine for Joint Special Operations	4-01.6 Ch 1	JTTP for Joint Logistics Over the Shore (JLOTS)
3-07.2 Ch 1	JTTP for Antiterrorism	4-02.1	JTTP for Health Service Logistics Support in Joint Operations
3-07.4 Ch 1	Joint Counterdrug Operations	5-00.2, Ch1	Joint Task Force Planning Guidance and Procedures

## IN REVISION OVER THE NEXT 6 MONTHS

PUB#	TITLE
2-01.2	JTTP for Intelligence Support to Targeting
3-05.3	Joint Special Operations Operational Procedures
3-05.5	Joint Special Operations Targeting and Mission Planning Procedures
3-07.3	JTTP for Peacekeeping Operations
3-09.1	Joint Laser Designation Procedures
3-55.1	JTTP for Unmanned Aerial Vehicles

## APPROVED IN NEW FORMAT SINCE OCTOBER 1996

PUB#	TITLE
2-01	Joint Intelligence Support to Military Operations
3-01.1	Aerospace Defense of North America
3-08	Interagency Coordination During Joint Operations
3-50.3	Joint Doctrine for Evasion and Recovery
3-54	Joint Doctrine for Operations Security
4-01.2	JTTP for Sealift Support to Joint Operations
4-01.7	JTTP for Use of Intermodal Containers in Joint Operations
4-02.2	JTTP for Patient Evacuation in Joint Operations
6-02	Joint Doctrine for Operational/Tactical Command, Control, and Communications Systems

## WITHIN FY 97 ASSESSMENT WINDOW

PUB#	TITLE	PUB#	TITLE
3-01.5	Doctrine for Joint Theater Missile Defense	3-56.1	Command and Control for Joint Air Operations
3-04	Doctrine for Joint Maritime Operations (AIR)	3-57	Doctrine for Joint Civil Affairs
3-07	Joint Doctrine for Military Operations Other Than War	3-58	Joint Doctrine for Military Deception
3-09.3	JTTP for Close Air Support (CAS)	4-01.3	JTTP for Movement Control
3-11	Joint Doctrine for Nuclear, Biological, and Chemical (NBC) Defense	4-02	Doctrine for Health Service Support in Joint Operations
3-13.1	Joint Doctrine for Command and Control Warfare (C2W)	4-03	Joint Bulk Petroleum Doctrine
3-17	JTTP for Theater Airlift Operations	4-04	Joint Doctrine for Civil Engineering Support
3-50.2	Doctrine for Joint Combat Search and Rescue	4-05	Mobilization

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✳ Terminologist

✳✳ Joint Electronic Library (JEL)

📖 Joint Pub Distribution

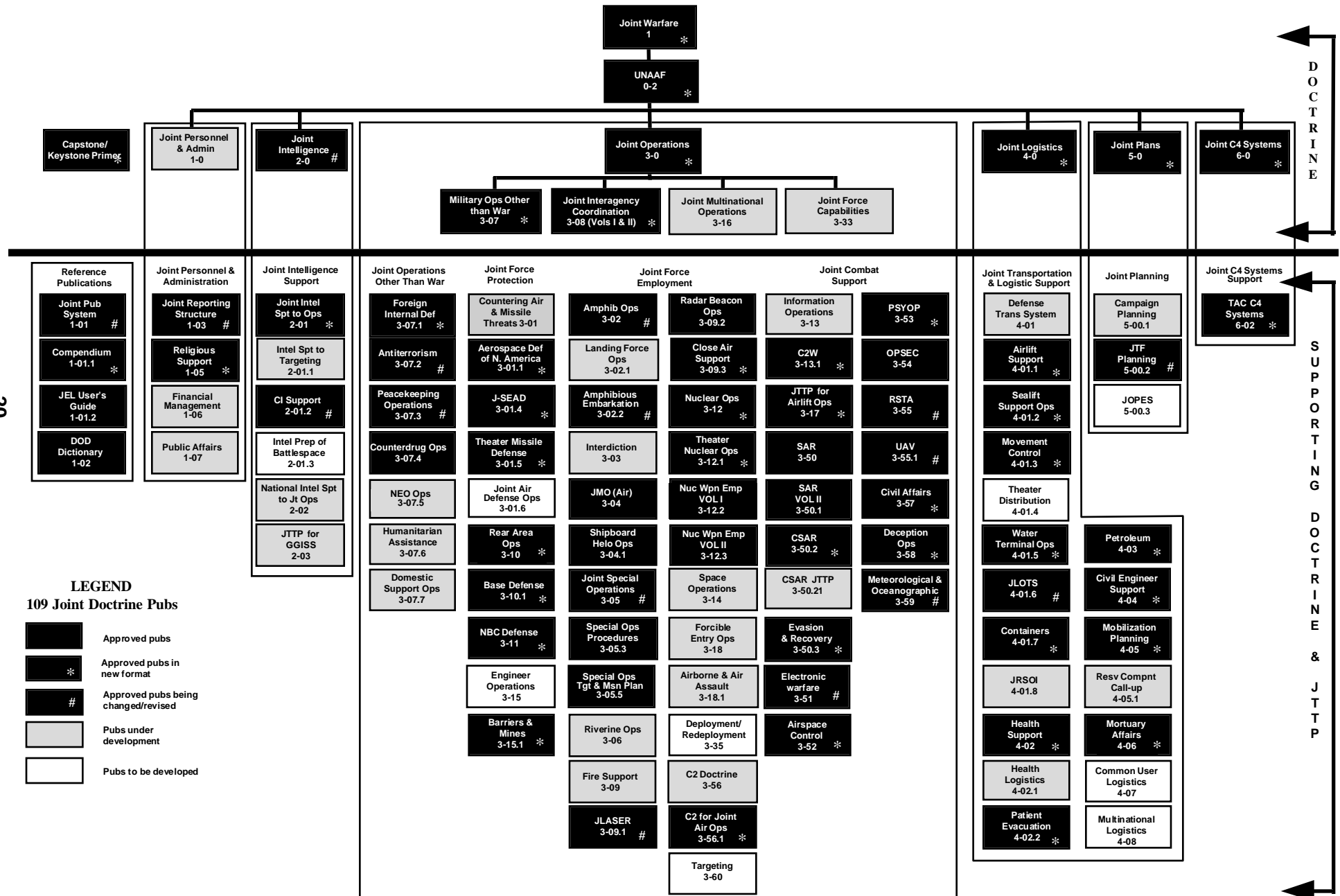
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# JOINT DOCTRINE HIERARCHY

"As of 1 March 1997"



20

DOCTRINE

SUPPORTING DOCTRINE & JTTP

## LEGEND

### 109 Joint Doctrine Pubs

- Approved pubs
- Approved pubs in new format
- Approved pubs being changed/revised
- Pubs under development
- Pubs to be developed

# DOCTRINE ORGANIZATION UPDATES

## JOINT STAFF, J-7, JOINT DOCTRINE DIVISION

*By COL Hank Hodge, USA, Division Chief*

The Joint Doctrine Division has recently grown in both size and mission. When Colonel Dennis Dimengo replaced Colonel Colley last October, he brought the J-7's Joint Vision 2010 effort with him. The division was subsequently divided into two branches—Joint Doctrine and JV2010. The new branch is composed of Lieutenant Colonels Erv Lessel (branch chief) and Frank Hillson, with three more people soon to follow. On the doctrine side, Lieutenant Colonel Steve Taylor moved to branch chief with no other changes in action officers. In early January 1997, CINC USEUCOM selected Colonel Dimengo as his new military advisor, and he was replaced by Colonel Hank Hodge. Colonel Hodge is an armor officer and most recently a graduate of the Royal College of Defense Studies in London.

## JOINT VISION NEWS

The Joint Vision Branch, in conjunction with the Joint Warfighting Center (JWFC), has been busy with numerous briefings, seminars, and conferences. Briefing audiences included the American Institute for Aeronautics and Astronautics, the Federal Degree Granting Institutions, the Worldwide J-3 Conference, and the new Secretary of Defense. Additionally, the Joint Vision Branch provides monthly updates on JV2010 implementation to the Chairman of the Joint Chiefs of Staff. The JV2010 concept development seminar met in October 1996 at the JWFC and again from 5-7 March 1997. In November 1996, the Director, J-7, and the JWFC Commander cochaired the first meeting of the Joint Vision Working Group. This forum will be used to coordinate and integrate JV2010 implementation efforts. The next working group meeting is at the Pentagon in April 1997 to discuss the charter and related topics. The next major milestone is publishing the JV2010 implementation master plan, which is scheduled for the summer of 1997.

## JOINT DOCTRINE NEWS

Even as the joint doctrine hierarchy continues to expand, with 76 pubs approved and 33 under development, the division is fully engaged in the Chairman's initiative to revamp how doctrine publications are organized. Lieutenant Colonel Greg Heritage is leading the effort in

evaluating courses of action, not only to reorganize, but to improve the joint doctrine development system. The February 1997 working group at the Joint Warfighting Center was a significant starting point for this extensive and long-term project.

Another ongoing project with high visibility is the Joint Doctrine Awareness Action Plan. The doctrine World Wide Web site continues to grow and now includes JV2010 and an expanded section of draft publications. The site averages 20,000 hits per week and is proving to be a useful tool for disseminating information. Usually, new publications are posted and ready for download within ten days of approval. In the future, draft program directives and publications may be staffed using the web site to eliminate mailing time. Although the latest joint electronic library CD-ROM experienced some delay, the September 1996 CD is the current version and was distributed in January 1997. Other awareness projects still in development include the Joint Force Employment Briefing Modules, a multimedia CD-ROM, a training video, an interactive joint force employment simulation, and the Desk Reference Set. The reference set will consist of the familiar DOD dictionary (Joint Pub 1-02), the Joint Military Operations Historical Collection, and the Joint Doctrine Encyclopedia.

As doctrine awareness continues to increase, challenges remain in the near term with the Chairman's emphasis on four key publications: Joint Pub 3-01, "Countering Air and Missile Threats;" Joint Pub 3-03, "Doctrine for Joint Interdiction Operations;" Joint Pub 3-09, "Doctrine for Joint Fire Support;" and Joint Pub 3-56, "Command and Control Doctrine for Joint Operations." The first three have overcome some difficult issues and are well along the coordination process. Joint Pub 3-56 should be ready for staffing during April 1997. Throughout the development process of these publications and many others, the input from the combatant commands and Services has been vital to producing high quality products. The Joint Doctrine Division appreciates the considerable support from the field and stands ready to assist in any way possible.

## US ARMY TRAINING AND DOCTRINE COMMAND (TRADOC) JOINT DOCTRINE DIRECTORATE

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

## ONGOING PROGRAMS

The US Army TRADOC, Joint Doctrine Directorate, hosts a Quarterly Project Update Conference for the Tidewater joint doctrine community, allied liaison officers, defense contractor representatives, and any other  
*(Continued on next page)*

interested parties. The Quarterly Project Update Conference focuses on ongoing joint doctrine projects and issues including updates by action officers and the Director. The Quarterly Project Update Conferences conducted in 1996 covered the entire range of joint doctrine issues and provided a superb opportunity to meet and share ideas. Quarterly Project Update Conferences are currently scheduled for 16 May, 15 August, and 14 November 1997. This year, the Quarterly Project Update Conferences will be held in the Morelli Auditorium, Building 133, Fort Monroe, Virginia. Three briefings were included on the agenda for the 14 March 1997 conference: the new Air Force Doctrine Center organization, an update on TRADOC's Joint Doctrine 2010 initiative, and an update on the Army After Next project by COL Mike Smith. Everyone in the joint doctrine community is invited to attend. The POC at TRADOC is LTC Ron Gregory, DSN 680-3454, or Commercial (757) 727-3454.

TRADOC JDD will continue to sponsor a joint doctrine Officer Professional Development (OPD) Program this year. Last year we had a very successful program. USACOM provided expert instructors for 18 OPD seminars affecting many areas in the joint community. This year the focus will change both in content and facilitator, but it still will be designed to assist all who work in the joint community. All interested personnel are invited to attend.

## KEY PUBLICATIONS AND PROJECTS

The new title for JP 3-07.3, "JTTP for Peacekeeping Operations," reflects the inclusion of peace enforcement. The proposed pub was submitted to HQDA in September 1996. Publication is scheduled for the 2nd quarter, FY 97.

JP3-07.6, "Joint Tactics, Techniques, and Procedures for Foreign Humanitarian Operations," provides tactics, techniques, and procedures to be used by joint forces conducting foreign humanitarian assistance operations. It also describes the interface and coordination required between the joint task force and other governmental agencies (OGAs), nongovernmental organizations (NGOs), private voluntary organizations (PVOs), and international organizations (IOs) likely to be operating in such areas. The proposed pub was forwarded to HQDA (lead agent) on 26 June 1996. The publication is currently under review by the J-7.

Joint Pub 3-07.7, "JTTP for Domestic Support Operations," provides procedures for major categories of military support to civil authorities and military support to law enforcement authorities within the US as well as US territories and possessions. The proposed pub was submitted to HQDA in February 1997, and publication is scheduled for the 2nd quarter, FY 97.

Joint Pub 3-09, "Doctrine for Joint Fire Support," was distributed for staffing as a preliminary coordination draft in January 1997, after the Joint Staff added revisions based on the Army-Air Force Warfighter conference in December 1996. The pub is again undergoing staffing and revision at JDD, J-7. It should be published during the 3rd quarter, FY 97.

Joint Pub 3-15, "Engineer Doctrine for Joint Operations," was approved for development by the 22-23 October 1996 Joint Doctrine Working Party. The Army has been assigned as the lead agent and TRADOC as the primary review authority. The J-4 is the Joint Staff doctrine sponsor. The scope of this publication is to provide joint force commanders and their staffs with current engineer doctrine, across the range of military operations--from general war to military operations other than war. In keeping with the JDD mission essential task of focusing warfighting doctrine development on the CINC's needs, we are currently conducting CINC visits to obtain their perspectives on issues impacting the publication. The first draft is scheduled for August 1997.

Joint Pub 3-56, "Command and Control Doctrine for Joint Operations," is currently being edited in preparation for worldwide staffing. The pub will be distributed for review as a third draft during the week of 31 March - 4 April 1997. Comments will be due back to the PRA by 30 May 1997. The draft will be modified, as required, based on comments received and submitted for final review by a Joint Doctrine Work Group to be convened (tentatively) at Fort Monroe on 17-18 June 1997. Final changes and modifications to the pub will be made, and it will be submitted by the PRA to the lead agent on 30 June 1997. JP 3-56 will fill a void that exists in the body of joint doctrine. It will focus on command and control as a function performed by the joint force commander and the chain of command. It will also provide linkage to other joint operational and planning doctrine.

Joint Pub 3-09.1, "JTTP for Laser Target Designation Operations (J-Laser)," second draft of the revision, is in the field for review.

Joint Pub 4-01.4, "JTTP for Theater Distribution," was approved by the October 1996 Joint Doctrine Working Party. The Army was designated as lead agent. The purpose of this pub is to provide joint force commanders standardized guidance for conducting distribution operations in force projection theaters. Theater Distribution is a concept designed to deliver critical supplies under positive control, through a highly visible distribution pipeline, from the source to the combatant. The US Army's Combined Arms Support Command's Battlefield Distribution Cell is developing this pub for TRADOC.

The program directive is currently being staffed for comment.

Joint Pub 4-01.8, "JTTP for Joint Reception, Staging, Onward Movement, and Integration," was approved by the April 1996 Joint Doctrine Working Party, and the Army designated as lead agent. The purpose of the pub is to refine the current processes linking strategic deployment and tactical employment of joint forces, and to provide common guidance for JRSOI at all levels from the combatant command to the JTF. The pub is currently being developed by the Mobility Concepts Agency (MCA) for TRADOC. An author's draft was sent to the printer in February 1997 to be distributed for use during a working group to be held 18-19 March 1997 on Fort Monroe.

Joint Pub 4-07, "JTTP for Common User Logistics During Joint Operations," was approved by the October 1995 Joint Doctrine Working Party, and the Army designated as lead agent. However, the program directive has not yet been approved and is being held up in the staffing process because of Service disagreements on how to address joint logistics command and control, and pending the approval of the program directive to revise JP 4-0. The purpose of the pub is to provide the joint force commander with standardized guidance for conducting common user logistics operations. A joint working group, attended by CINC J-4 representatives, was held 22-23 January 1997 on Fort Monroe to define common user logistics and other key terms, and to develop an outline for the pub. Information gathering visits to the CINC J-4s are planned for March-April 1997.

The Joint Warfighters Joint Test & Evaluation is conducting the JWF briefing for selected senior officers around the world. The staff is working on the analysis plan for assessment, with modifications based on results of the technical advisory board in January 1997.

The United States Army's "Joint Vision 2010 Implementation Master Plan," will amplify and expand the implementation strategy and policy set forth in CJCSI 3010.01, "Chairman's Joint Vision 2010 Implementations Policy." JV 2010 implementation will provide the jointly developed logic for transitioning JV 2010 concepts into future military capabilities. The United States Army will incorporate JV 2010 into its Requirements Determination System as the Services support the CJCS vision statement, "America's Military Preparing for Tomorrow: Quality People Trained, Equipped, and Ready for Joint Operations." JDD will recommend that assessment and integration of Army initiatives be conducted under the supervision of TRADOC, and that these activities are fully coordinated with ongoing experimental actions.

## NAVAL DOCTRINE COMMAND (NDC)

*By Lt Col Eric Ströberg, USAF  
Doctrine Development Division*

### NEW NDC COMMANDER....

NDC's con passed to new hands in October, 1996. Rear Admiral Gordon S. Holder relieved Rear Admiral Mike Bowman, who departed for duty as the new Chief of Naval Air Training (CNATRA), Corpus Christi, Texas. Admiral Holder is a 1968 graduate of Florida State University and comes to NDC from Pacific Fleet where he served as Commander, Naval Surface Group Middle Pacific and Naval Base Pearl Harbor. NDC warmly welcomes the Admiral, his wife Pat, and daughters Jennifer Lynn and Ann Marie.

### ...AND NEW INTERNATIONAL REPS

CAPT Oscar De Azambuja, Peruvian Navy; CDR Gaston Erice, Argentinian Navy; and CDR Toyotaka Kakei, Japanese Navy have joined NDC's Doctrine Development Division. We are very happy to have these fine officers as members of our Maritime Branch and send a warm welcome to them and their families.

## LOGISTICS DOCTRINE

NDC's Logistics Branch has been involved actively in the joint logistics development process with the goal of ensuring that Naval logistics doctrine is compatible with and incorporated in emerging joint logistics doctrine. Recent actions include:

NDC's recommendation at the Joint Doctrine Logistics Integrating Conference was to slow development of logistics JTTPs (most notably JP 4-07, "Common-User Logistics") until Joint Pub 4-0 is updated. Waiting for JP 4-0 would provide an overarching doctrine that better accommodates the trend towards a functional approach and organization to theater logistics operations. NDC recommended holding the program directive for Joint Pub 4-07, "Common-User Logistics," until Joint Pub 4-0 is updated to provide combatant commanders with a functional organization option for executing the theater logistics mission.

For Joint Pub 4-01.8, "Reception, Staging, Onward Movement, and Integration," NDC provided the PRA with a description of Navy capabilities to support Joint

*(Continued on next page)*

RSOI operations. This will provide the JRSOI planner on the combatant/JTF commander's staff with detailed information on Navy organizations and capabilities including Navy unique capabilities such as harbor defense and fleet hospitals.

During this year's Army Logistics War Game, Prairie Warrior '97, Navy logisticians will augment the Theater Support Command (TSC) headquarters to examine the type of augmentation required to coordinate theater logistics support to Naval forces ashore and afloat. Naval forces ashore include a Marine Expeditionary Force (MEF) which will be forward deployed and require comprehensive support from the TSC. Naval forces afloat will consist of two Carrier Battle Groups.

NDC is developing a new concept, Sea Based Logistics, for operational logistics support in response to changing support requirements resulting from emerging operational concepts, such as Operational Maneuver from the Sea and the Naval Expeditionary Task Force. A draft concept paper will be published in March 1997.

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## UNIVERSAL NAVAL TASK LIST

In January, the Chief of Naval Operations signed the Universal Naval Task List (UNTL). His acceptance finalizes the development of a single source document that combines the Universal Joint Task List (UJTL) with the Naval Tactical Task List (NTTL). As applied to joint training, the task list provides the common language that commanders can use to document their warfighting requirements as Joint Mission Essential Tasks (JMETs). Additionally, it provides naval planners and trainers with a single task list to articulate both joint and naval specific training requirements. NDC collects, reviews, and updates the list in coordination with the Marine Corps Combat Development Command (MCCDC) and Coast Guard Headquarters, Office of Defense Operations (G-OPD).

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## STRIKE DOCTRINE

Development of NWP 3-03, "Strike Operations," has begun. This publication will fill a critical doctrinal void in the NWP system by bridging the gap between guidance available in NDP-1, "Naval Warfare," and guidance presented in subordinate documents such as NWP 3-03.4, "Tactical Air Strike Operations Against Land Targets." We welcome any input in the development of this NWP.

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## FLEET LIAISON

NDC's Fleet Liaison program is helping the command achieve a closer, more dynamic relationship with fleet operators. The program, instituted last year, was established with two main goals: to increase Fleet awareness of NDC's ongoing concept and development efforts, and to ensure Fleet input is an integral part of those efforts. NDC's fleet liaison officers currently are working with Fleet/Battle Group staff and Warfare Centers of Excellence action officers to achieve these goals and provide an avenue of access to the expertise resident in the NDC staff.

POCs: CAPT Chuck Kennard/N3A, DSN 565-0562, e-mail: [ckennard@ndc.navy.mil](mailto:ckennard@ndc.navy.mil); CDR Steve Walsh/N331B, 565-0565, e-mail: [swalsh@ndc.navy.mil](mailto:swalsh@ndc.navy.mil).

## AIR FORCE DOCTRINE CENTER DETACHMENT 1 (AFDC DET 1)

*By Col Bob Coffman, USAF, Commander*

The Air Force Doctrine Center stood up its new headquarters at Maxwell AFB, Alabama, on 24 February 1997. The Commander is Maj Gen Ron Keys, formerly the Commander of the 53rd Wing, Eglin AFB, Florida.

In October 1996, Gen Ronald L. Fogleman, Chief of Staff, United States Air Force, approved the USAF Doctrine Campaign Plan as his effort to better promulgate aerospace power doctrine throughout the Air Force. The plan includes the following elements:

- CSAF emphasis on the importance of aerospace doctrine.
- New Air Force Doctrine Document (AFDD) hierarchy based on historic USAF approach to doctrine publications.
- New document AFDD 2, "Global Engagement," to describe USAF warfighting strategy, concepts, and doctrine.
- Publish all outstanding AFDDs in a timely manner and in a more usable format.
- Establish the AFDC as a direct reporting unit with a general officer commander reporting directly to the CSAF.



- AFDC assist the College of Aerospace Doctrine Research and Education (CADRE) in the development and execution of their doctrine education plan.

Maxwell AFB was selected as the AFDC headquarters because of its historical ties to the Air Power Tactical School, and because it is the site of the Air University, the main education arm of the Air Force. AFDC functions will include: developing and publishing Air Force, and selected joint and multinational doctrine; Air Force coordinating review authority for other joint and multinational doctrine; maintaining liaison with future concepts development activities; participating in doctrine education for the entire Air Force; maintain liaison with Air Force modeling and simulation functions; and participating in the planning and execution of Air Force and joint exercises. Total AFDC manning will be 75 people.

The AFDC will maintain its presence in the Tidewater area with a detachment of 16 people. The "Joint Integration Division," or Det 1, will provide the AFDC with its primary interface with the other Services' doctrine commands, and the Joint Warfighting Center.

Joint Pub 3-03, "Doctrine for Joint Interdiction Operations," final coordination is complete. The J-7 led the effort to resolve the final contentious issues. We should see the published document soon.

The proposed pub version of Joint Pub 3-55, "Doctrine for Reconnaissance, Surveillance, and Target Acquisition Support for Joint Operations (RSTA)," was submitted to the J-7 in February 1997. With most of the contentious issues resolved, we expect them to distribute the preliminary coordination draft for worldwide review in the near future.

Comments were received on the first draft of Joint Pub 3-59, "JTTP for Meteorological and Oceanographic Operations." The second draft is being prepared for review.

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

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

On 4 October 1996, the Marine Corps Commandant signed MCDP-6, "Command and Control," the first of ten capstone/keystone publications. MCDP-4, "Logistics," and MCDP-5, "Planning," are nearing completion and will be published soon. The remaining MCDPs will be published by this summer. Their publication completes the first phase of the Commandant's Planning Guidance updating our doctrinal publications. In addition, we are renaming and renumbering them to parallel the joint system. These higher

order doctrinal publications reflect the Marine Corps' tenets of warfighting.

Phase two of the Commandant's Planning Guidance involves revising our FMFMs and FMFRPs. To reflect current thinking, we are renaming them Marine Corps Warfighting Publications (MCWPs), and Marine Corps Reference Publications (MCRPs). Under the Marine Corps Proponency Bulletin, the revision of remaining MCWPs and MCRPs has been assigned to those Marine Corps organizations most closely connected to tactics, techniques, and procedures development. These revised publications will be distributed through the Marine Corps Publications Distribution System (MCPDS) and will also be available through our electronic library.

Doctrine Division's focus of effort is the revision of Joint Pub 3-02, "Joint Doctrine for Amphibious Operations." As JP 3-02 is updated, the Marine Corps will concentrate on revising Joint Pub 3-02.1, "JTTP for Landing Force Operations," and Joint Pub 3-02.2, "JTTP for Amphibious Embarkation."

In 1996 the Secretary of Defense designated the Marine Corps as the executive agent for nonlethal weapons, a new technology that can be used in a variety of MOOTW environments. MCCDC requested the Air Land Sea Application (ALSA) Center assist in developing a multi-Service tactics, techniques and procedures manual describing the tactical use of nonlethal weapons.

On 20 September 1996, we established the Doctrine Division Home Page to provide the latest information on approved publications and current initiatives. We also established a Source Library System (SLS) which contains 13 coordinating drafts of warfighting publications. SLS can be accessed at [sls - slsreq@net ops@noc](mailto:sls - slsreq@net ops@noc). These initiatives will increase awareness of doctrinal issues both within the Marine Corps and joint community. We welcome your feedback through our internet site at <http://138.156.107.3/docdiv/>.

## **AIR LAND SEA APPLICATION (ALSA) CENTER**

*By Col Brian Jones, USAF, Director*

The improved ALSA Home Page is now located at <http://www.dtic.mil/alsa>. The Home Page includes unclassified ALSA publications, executive summaries of developing projects, ALSA studies, and the latest editions of the Air Land Sea Bulletin. Presently undergoing a major building renovation, ALSA continues to develop relevant multi-Service tactics techniques and procedures (MTTP) publications. Until construction is complete in early April 1997, we will conduct our joint working groups off site. The following new publications are at the printer and should be available this spring:

*(Continued on next page)*

- Brevity Codes (FM 90-38, MCRP 6-2.1.2, NWP 1-02.1 TP, AFJPAM 10-228) is a dictionary of standardized air-to-air, air-to-surface, and surface-to-air brevity codes.
- MTTP for Camouflage, Concealment and Decoy (CCD) Employment in Command and Control Warfare (FM 90-19, MCRP 3-36.4A, NWP 3-58.1.1TP, AFJPAM 10-223) provides MTTP for conducting camouflage, concealment, and deception operations in a joint environment.
- J-Prowler (FM 90-39, MCRP 3-22A, NWP 3-01.4 TP, AFJPAM 10-227) is MTTP for EA-6B employment in the joint environment. It provides planners, decision makers, and operators a consolidated reference for planning and execution of EA-6B operations in support of J-SEAD (Classified SECRET).
- Joint Surveillance Target Attack Radar System (STARS) (FM 90-37, MCRP 2-2B, NWP 3-03.44 TP, AFJPAM 10-224) is MTTP for the employment of the Joint STARS. It provides planners, decision makers, and operators a consolidated reference for planning and execution of Joint STARS missions to support JTF and component commanders. (Classified SECRET).
- "JTF Information Management" will present MTTP that identifies JTF headquarters staff information management responsibilities and requirements.
- "JTF Liaison Handbook" outlines MTTP liaison positions, functions, and responsibilities associated with standing up a JTF. It will identify JTF and Service liaison elements/individuals and delineate the responsibilities of gaining and sending commands.
- "Night" is MTTP designed to examine and identify existing strengths and limitations of Army and Marine Corps forces involved in all night and adverse weather operations.
- "Rapid Reprogramming" MTTP supports the JTF staff in the planning, coordination, and execution of rapid reprogramming of electronic warfare and target sensing systems as part of joint force C2W operations.
- "Tactical Nonlethal Weapons" MTTP describes tactical nonlethal weapons and addresses their employment in an operational environment.
- "Theater Air-Ground System (TAGS)" is MTTP designed to provide multi-Service users a basic understanding of the TAGS from a joint and component air-ground operations perspective.

Additionally, we have two studies and two MTTPs in the final stages of development:

- The Joint Air Traffic Control (JATC) study will provide a compendium of current military air traffic control assets capable of conducting initial, follow-on, and sustained air traffic control for joint forces.
- The Joint Force Land Component Commander (JFLCC) study will address three areas: (1) factors that should be considered prior to exercising the JFLCC option, (2) functions a JFLCC headquarters must perform, and (3) options for establishing a JFLCC headquarters.
- The Targeting MTTP provides procedures for targeting surface time-critical targets.
- The J-Fire MTTP is a pocket-size revision of our most popular product. It includes a guide of procedures for calls for fire (9-line), CAS, and naval gunfire.

The sources for ALSA projects are varied—operators in the field, a variety of staffs, training centers and schools, doctrine development centers, and joint exercises to name a few. Each project proposal brought to ALSA must be approved by our Joint Actions Steering Committee (JASC). The JASC meets quarterly and consists of general officers from each Service. The ALSA process takes a year to develop a MTTP. Here are some of our developing projects:

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

## **JOINT SPECIAL OPERATIONS FORCES INSTITUTE (JSOFI) DOCTRINE DIRECTORATE**

*By LTC Pete Stuart, USA, Director*

The Joint Special Operations Institute (JSOFI), located at Fort Bragg, North Carolina, has accomplished several important initiatives in the last six months. As the United States Special Operations Command's (USSOCOM) designated PRA and CRA for joint doctrine and JTTP development, JSOFI continues to promote the integration of Special Operations (SO) into joint and Service doctrinal and training publications.

In addition to the normal management of joint pub reviews over the past few months, JSOFI has begun a comprehensive joint task force training initiative. A discussion of these initiatives follows.

The Joint Staff has directed USSOCOM to develop a joint special operation task force (JSOTF) master training guide (MTG) and supporting joint program of instruction (JPOI). The requirement was passed to JSOFI for action. The JSOTF MTG is a JCS requirement and is one in a series of MTGs being developed to support the joint task force (JTF) MTG which was started by USACOM. The MTG & JPOI will serve as JCS-approved, single-source reference documents defining tasks, conditions, and standards to support the training and operations of all JSOTFs. The associated JPOI will serve as a training vehicle for individual and collective training and operations of all JSOTFs. Additionally, the MTGs to support joint civil-military operations task forces (JCMOTF) and joint psychological operations task force (JPOTF) will be initiated during FY 97. These three significant actions will greatly enhance the individual professionalism of the particular task force, serve to assess the performance of individuals and staffs, provide feedback through an after action review process, and identify areas on which to focus during future training events. The cumulative effect will be the enhancement of the combat readiness and proficiency of SO forces.

Joint Pub 3-57, "Doctrine for Joint Civil Affairs," was most recently reviewed and updated in 1995. The April 1997 JDWP will vote to determine whether or not it will be assessed. Since it focuses on Army requirements, we anticipate a revision effort in FY 98 to make it a truly joint publication. Since the revision of Joint Pub 3-57 is closely related to the JCMOTF MTG and supporting JPOI effort, we plan to link them for economy of effort and proper integration and coordination. The plan is to use the background information gathered for one to support the other.

JSOFI is currently conducting a front end analysis to determine the need to revise Joint Pub 3-05.3, "Joint Special Operations Operational Procedures" and Joint Pub 3-05.5, "Joint Special Operations Targeting and Mission Planning Procedures." Both documents were approved for publication in August 1993 and are due for possible revision in 1998. Two major areas of possible revision are the special operations operational planning cycle and the procedures for responding to time-sensitive targeting requirements. JSOFI will be looking closely at the development of Joint Pub 3-60, "Joint Doctrine for Targeting," to identify commonalities and reduce redundancy of the SO manuals. It is expected that Joint Pubs 3-05.3 and 3-05.5 can be reduced to a single publication.



## PEACE OPERATIONS INITIATIVE UPDATE

**By LtCol Howard Schick, USMC, JWFC,  
Doctrine Division**

In the last issue of ACP, we provided information on the ongoing project to revise the "Joint Task Force Commander's Handbook for Peace Operations," originally published in February 1995. This handbook is most useful when supplemented by the peace operations database resident on the Peace Operations CD-ROM, which also is being revised. Though consistent with joint and Service doctrine, it is not a doctrinal publication. Joint Publication 3-07.3, which is currently in revision, contains joint doctrine for peace operations. The demand for the original Handbook has been outstanding with over 3500 copies having been distributed in the last 18 months. Limited numbers are still available for distribution and can be requested at DSN 680-6550 or commercial (757) 726-6550.

The current revision is based on inputs from observations at joint and multinational military exercises, more recent peace operations, interviews with former joint task force members and other interested parties, and information provided in current joint doctrine. We have added sections on joint military commissions, migrant camp operations, and contracting. Additionally, we have updated the section on United Nations logistics and highlighted the responsibilities of the United Nations Department of Peace-Keeping. Finally, we will include a copy of version 3 of the Peace Operations CD-ROM with each copy of the Handbook. The tentative date for the release of the revised Handbook and version 3 of the CD-ROM is May 1997. For further information, please contact LtCol Howard Schick or Mr. Jon Gangloff at DSN 680-6550 or 6523 or commercial (757) 726-xxxx, and FAX DSN 680-6552/6540 or commercial (757) 726-xxxx.



## GUEST ARTICLE

*[Editor's Note: We plan to publish guest articles that we deem pertinent to ongoing doctrinal issues or because of their impact on the doctrine community. The opinions expressed are the author's own and do not reflect the official positions of the JWFC or the Department of Defense.]*

### RISK MANAGEMENT—A "COMING OF AGE" DISCIPLINE

*By Carole B. Van Aalten, Ph.D., USA, HQ  
TRADOC, Training Psychologist*

Uncertainty and risk are a fundamental part of all military operations. A tenet of success is often bold, decisive action, and a willingness to accept the associated risk. "We cannot be a great power and live in a risk-free world" (Downing Report). Commanders apply risk management (RM) to assist them in identifying and eliminating risks that are unnecessary to mission success. RM maximizes their forces operational capabilities. It is part of the protection template consisting of all means, methods, and procedures taken to conserve the fighting potential of a force.

*"My object in war was to exhaust Lee's army. I was obliged to sacrifice men to do it. I have been called a butcher. Well, I never spared lives to gain an object; but then I gained it, and I knew it was the only way."*

*General Ulysses S. Grant*

Among the many problems confronting the Commander, protection is one of the most difficult. With the publishing of DOD Directive 2000.12, and the subsequent release of the Downing Report (September 1996), force protection becomes increasingly synonymous with full dimensional protection, and an inherent, implied mission for every member of the Armed Forces.

Full-dimensional protection ranges from protecting our own forces from the terrorist threat, from safety, health, and environmental hazards, to protection from the very technologies we are

exploiting. Commanders are continuously challenged to maintain readiness, preserve combat power, reduce the costs and adverse effects of military operations, while simultaneously degrading enemy opportunities.

Success in joint operations begins prior to battle, during the planning stage when terms and conditions for combat are set. RM functions within this context, for it is an intuitive process interwoven throughout the warrior art of decision-making and not a separate, parallel function. RM's capacity to control hazards affecting protection (e.g., operations security, soldier health and welfare, safety, fratricide) makes it an integral part of the full dimensional protection template.

In October 1996, the Joint Doctrine Working Party approved the integration of RM into JPs 3-0, "Doctrine for Joint Operations," 5-0 "Doctrine for Planning Joint Operations," 5-00.1 "JTTP for Campaign Planning," and 5-00.2, "Joint Task Force Planning Guidance and Procedures." This action embeds RM into the decision-making process for the planning and execution of joint operations. The challenge is to integrate RM as a mission planning enhancer rather than as an add-on inhibitor.

The application of RM to warfighting operations, is part of a cultural change taking place. RM has emerged from its cocoon. No longer is it equated to only one aspect of protection--safety--and an ivory tower for arcane specialists. Although safety responsibilities interface with other elements of protection, they are often viewed both as external to the mission, and as a function focused on compliance and increased regulations. RM goes well beyond this notional concept. RM is a warfighter's tool.

### RISK MANAGEMENT PROCESS

The RM process is a five step problem-solving method that complements the decision-making process. It provides a systematic process by which leaders identify critical and specific hazards (e.g., susceptibility and vulnerability to fratricide, accidents, terrorism, operational environment); analyze and evaluate risks in relation to mission accomplishment; assess (war game) impact of proposed controls; and formulate courses of action to eliminate unnecessary risk.

- Step 1, Identify Hazards. Consider all aspects of current and future situations, environment, and known historical problem areas.

- Step 2, Assess Hazards. Assess hazards to determine risks. Assess the impact of each hazard in terms of potential loss and cost, based on probability and severity.
- Step 3, Develop Controls and Make Risk Decisions. Develop control measures that eliminate the hazard or reduce its risk. As control measures are developed, risks are reevaluated until all risks are reduced to an acceptable level.
- Step 4, Implement Controls. Put controls in place to eliminate the hazards or reduce their risk.
- Step 5, Supervise and Evaluate. Enforce standards and controls, evaluate the effectiveness of controls, and adjust/update as necessary.

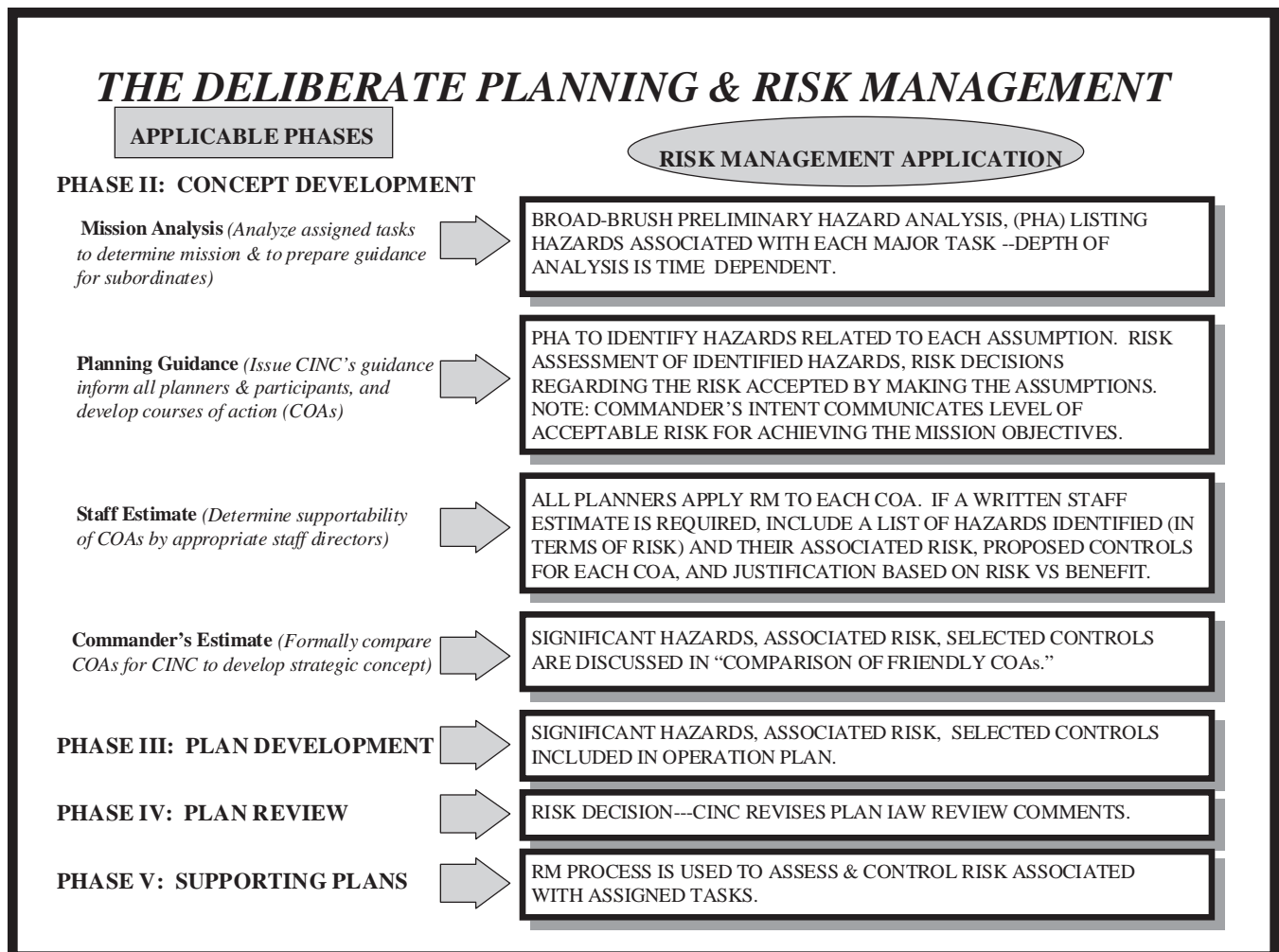
useful to staffs and commanders in their day-to-day command and control functions.

## SUMMARY

Uncertainty and risk are fundamental to military operations; therefore, we must become more adept at including risk management in the doctrinal tenets of the deliberate planning processes. Good leaders make sound decisions based on subjective information (e.g., judgment, leadership, experience, knowledge, training, and perceptions). Using RM tools tailored to the operational art, these leaders will make even better decisions. It is up to commanders to use RM as a way of enhancing their ability to discern hazardous outcomes before they occur. In the end, however, successful RM integration will require more than doctrinal change. Doctrine is not a substitute for judgment, mission analysis, and competent and confident leadership.

## DELIBERATE PLANNING

The diagram below illustrates how RM concepts are embedded into select phases/steps of the deliberate planning process. Note: RM is applicable during both deliberate and crisis action planning and is



## NEW INITIATIVES

### THE IMPROVED JOINT CENTER FOR LESSONS LEARNED

*By CDR Pat Clark, USN, JWFC, JCLL Program  
Manager*

There is good news on the horizon for users of the Joint Universal Lessons Learned System (JULLS). The Joint Center for Lessons Learned (JCLL) recently has expanded to include operations at the Joint Warfighting Center (JWFC), Fort Monroe, VA, and is developing an analysis capability to assist in the production of lessons learned. Shortly after assuming command of the JWFC, Major General Hal Hornburg established a goal of improving the JCLL. In fact, improving the JCLL and the lessons-learned process is one of his top five priorities. Building on the existing foundation, the improved JCLL is aggressively moving forward by implementing a phased plan to achieve full operational capability (FOC) by the end of FY 98. When fully operational, the JCLL will provide information relevant to combatant commanders and their staffs as they prepare for operations and training events.

The historical basis for expanding JCLL operations began in August, 1995, when the General Accounting Office (GAO) reviewed the Services' and Joint Staff's efforts to collect, analyze, disseminate, and follow up on lessons learned information from major training exercises and real world operations. The GAO report found the joint community did not routinely analyze lessons learned or validate problems that had been corrected. The report included in its recommendations that the joint community analyze lessons-learned information to identify recurring problems as well as test lessons-learned corrective actions.

Soon after this key report, the Director, Operational Plans and Interoperability (J-7) and the Commander of the JWFC developed a plan to upgrade the JCLL. Initial projects included a review of the JULLS database to assess its capability to support strategic and operational level research. This sampling involved the "After 1989" JULLS database and totaled fifty-four active lessons learned. The sample indicated the percentage of strategic and operational JULLS in the JULLS database was greater than 75%. However, the review also indicated that a significant number of lessons learned were of questionable joint significance or focused on exercise management. Additionally, this project demonstrated a requirement for

an easy-to-manage system to categorize and track lessons learned and issue processing/resolution.

Clearly there was a need for a robust lessons learned and issues database that contained quality inputs, linked to the Universal Joint Task List (UJTL), and accessible to the entire joint community. This was the genesis for the improved JCLL.

From this search evolved a significant effort to assemble a comprehensive bulletin that would provide joint Service personnel with a reference document on joint operations. The inaugural issue was published this winter and contained the analysis of 324 of the most recent lessons learned. It identified a few common trends to benefit joint planners and analyzed lessons learned that related to several of the Chairman's commended training issues (CCTIs). Future bulletins will include issues and lessons learned that planning staffs can refer to while preparing for operations or training events.

How is the new JCLL supposed to work? Present concepts call for the Chairman, Joint Chiefs of Staff (CJCS) to receive joint after-action reports (JAARs) from the CINCs. Accordingly, JAARs are now, and will continue to be, submitted to the CJCS executive agent for JCLL policy, the J-7 EAD. The AAR is the mechanism that provides the commander the ability to describe joint training events or operations and identify lessons learned. The specifics of this report are contained in Joint Publication 1-03.3, "Joint Reporting Structure, Status of Resources and Training System."

These AARs will be collected and forwarded to JCLL operations at JWFC where the lessons learned and issues will be reviewed, linked, and placed on a JULLS database for worldwide access. Further, the JCLL will work with Service lessons-learned organizations and the JWFC training organization to actively collect lessons learned from joint training events and real-world operations. These inputs and observations also will be added to the JULLS database. The printing of quarterly bulletins and periodic newsletters will continue.

How are we going to do all this, and what is the time line? First, a detailed Implementation Plan has been approved by Director, J-7, and Commander, Joint Warfighting Center. This plan details a three-phase approach to standing up the improved JCLL over the next two years.

Initially, the JCLL will focus on developing the procedures and processes necessary to manage the JULLS database. A JWFC Working Group, consisting of JWFC military and contractor representatives, has been established to solve key issues and efficiently move the

development of the JCLL forward. In parallel with the development activities of the Working Group, the JCLL staff will conduct JULLS database searches, prepare and conduct briefings for the Joint Staff and combatant commanders, draft an Internal Standing Operating Procedure, and press forward with the next edition of the JCLL Bulletin.

As described in CJCSM 3500.03, "Joint Training Manual," the improved JCLL is an exciting and critical portion of the joint training system that will serve the military community and its personnel. With a vision of improving the operational capability of our Nation's forces, the JCLL is committed to providing a quality, easy-to-access and read JULLS database, as well as highlighting key issues through our periodic bulletins and newsletters. Your comments, suggestions, and interest are welcome. You may contact the JCLL as follows:

Joint Center for Lessons Learned  
c/o the Joint Warfighting Center  
Fenwick Road, Building 96  
Fort Monroe, VA 23651-5000

Phone: 757-726-6148 DSN 680-6148  
Fax: 757-727-4613  
e-mail: JCLL@jwfc.army.mil

## The Improved JCLL

- **JCLL committed to fixing the cumbersome and difficult to use JULLS**
- **Improvements based upon CINC's input**
- **JCLL to establish and manage a viable lessons-learned database**
- **Individual learning, processed and distributed correctly, is organizational learning**
- **A lesson is not really learned until behavior is changed**



## Newsletter Inputs and Subscription Information

Please pass this newsletter to anyone you think may be interested. If you didn't get a copy directly, and would like to receive one, fill out the subscriber request form (page 35) and either mail or fax it to us. If you want copies of back issues, we have limited numbers available. We hope you will enjoy A Common Perspective and take the time to provide us some feedback.

Our next edition will be published in October 1997. We continue to solicit articles and commentaries regarding joint doctrine/operations. Submissions should be 1500 words or less—we will consider longer articles as possible features. Please submit articles or letters on disc or via e-mail for ease in handling. We need your submissions by 15 August 1997.

Send your articles, letters, or commentaries to:

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

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

DSN 680-6449  
FAX 680-6552  
COMM (757) 726-XXXX

# JOINT PUBLICATIONS DISTRIBUTION

## PART 1: PUSH

- At least one month prior to the distribution list due date for a new or revised joint pub, a genser message is sent by the Joint Warfighting Center (JWFC) to AIG 7029. It provides the joint pub distribution status report and additional distribution requirements.
- The Services, combatant commands, and the Joint Staff then gather user addresses and joint pub quantities, and provide distribution lists to the JWFC.
- The JWFC consolidates all lists and provides label mailing information to the J-7/JDD for fiscal accounting and final release to the printer.
- The printer mails the pub(s). Pubs are only mailed to the addresses consolidated by the JWFC.
- To get a label, identify your requirements to one of the 15 primary POCs: (1) Joint Staff (JWFC/DD), (2) USACOM, (3) USSOUTHCOM, (4) USEUCOM, (5) USPACOM, (6) USSPACECOM, (7) USSTRATCOM, (8) USCENTCOM, (9) USSOCOM (JSOFI), (10) USTRANSCOM, (11) US Navy (N511 and NTSA), (12) US Army (DAMO-FDQ), (13) US Air Force (AFDC), (14) US Marine Corps (MCCDC), and (15) US Coast Guard (HQ).

## PART 2: PULL

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


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

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

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

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

**Marine Corps Logistics Base**  
**Albany, GA 31704-5000**

- If the Service publication center is unable to provide a joint pub, contact the Service or combatant command distribution POC for further information. These POCs are identified on pages 18 and 19 with a  symbol next to their name.
- If neither the Service publication center nor the distribution POC can help, the JWFC maintains a small stockage which is intended to be responsive to emergent requirements and may assist with this problem. "Dial-a-pub" POCs are listed on page 33.
- Contractor requests for joint pubs, including the JEL CD-ROM, only will be honored if submitted through their DOD sponsor.
- Private individuals will be referred to the Government Printing Office (GPO) order and inquiry service: (202) 512-1800 which has a list of publications for sale. Not all joint pubs are printed by GPO, but they do stock the Joint Electronic Library (JEL) CD-ROM at a cost of approximately \$17.00.

## JEL

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



## JWFC "Dial-a- Pub" POCs

- Maj Dean Marvin, USMC, Doctrine Division, DSN 680-6449, Comm (757)726-6449, FAX -6552 or e-mail [marvind@jwfc.army.mil](mailto:marvind@jwfc.army.mil).
- Mr. Gary C. Wasson, Doctrine Support Group, DSN 680-6522, Comm (757)726-6522, FAX -6540, or e-mail [wassong@jwfc.army.mil](mailto:wassong@jwfc.army.mil).
- Mr. Dennis Fitzgerald, Doctrine Support Group, DSN 680-6113, Comm (757)726-6113, FAX-6540, or e-mail [fitzgera@jwfc.army.mil](mailto:fitzgera@jwfc.army.mil).

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

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



## QUOTABLE QUOTE

*"A superiority of fire, and therefore a superiority in directing and delivering fire and in making use of fire, will become the main factors upon which the efficiency of a force will depend."*

*Ferdinand Foch  
Precepts, 1919*

## MILITARY TRIVIA

Answer to question on page 13:

"Enigma"

## JOINT ELECTRONIC LIBRARY (JEL)

*By Mr. Chuck McGrath, JWFC, Doctrine Support Group*

The latest version of the JEL is dated September 1996. The following publications have been approved since the disc was prepared and are available for download in the JEL portion of the Chairman's Doctrine Web site, (<http://www.dtic.mil/doctrine/jel>):

- JP 2-01 "Joint Intelligence Support to Military Operations," 20 November 1996 (New)
- JP 3-01.1 "Aerospace Defense of North America," 1 November 1996. (Replaces JP 3.01.1, "Doctrine for the Defense of the U.S. Against Air Attack," 1 February 1982)
- JP 3-08 v I "Interagency Coordination During Joint Operations," Vol I, 9 October 1996 (New)
- JP 3-08 v II "Interagency Coordination During Joint Operations," Vol II, 9 October 1996 (New)
- JP 3-54 "Joint Doctrine for Operations Security," 24 January 1997 (Replaces JP 3-54c1 of 15 April 1994)
- JP 4-01.2 "JTTP for Sealift Support to Joint Operations," 9 October 1996 (New)
- JP 4-01.7 "JTTP for Use of Intermodal Containers in Joint Operations," 7 January 1997 (New)
- JP 4-02.2 "JTTP for Patient Movement in Joint Operations," 30 December 1996 (New)
- JP 6-02 "Joint Doctrine for Employment of Operational/Tactical C4 Systems," 1 October 1996 (New)

The next CD-ROM is scheduled for production this summer, and will include the latest Adobe Acrobat Reader, version 3.0.

Providing a SIPRNET server to support joint doctrine is a high priority for the Joint Warfighting Center. Approval has been given to expend the funds for hardware and software, and SIPRNET connectivity is scheduled to be completed in June 1997. The classified JEL will become part of SIPRNET once the development and certification processes are completed.



# TERMINOLOGY

*By Mr. Tom Barrows, JWFC, Doctrine Support Group*

*"All a soldier needs to know is how to shoot and salute."*

Attributed to  
John J. Pershing, 1860-1948

A soldier may have survived and performed very well in General Pershing's day knowing only how to shoot and salute, but today's soldier also needs several other skills, not the least of which is the ability to communicate with soldiers of other Services (joint) and nations (multinational). Effective communication between soldiers requires standard terminology, whether conducting a "passage of lines" or planning a joint campaign.

We players in the joint doctrine development community have made considerable progress in providing today's "joint" soldiers with a common joint language. Although a few contentious terms remain "active" in the joint terminology development/approval process, most of the joint terminology battlespace has been seized and pacified.

The next terminology challenge is for the Services to carefully review their key doctrine, both approved and emerging, and make a concerted effort to align the terminology in these Service doctrinal publications with agreed upon joint terminology to the greatest extent possible. Joint Pub 1-01, "Joint Publication System, Joint Doctrine and Joint Tactics, Techniques, and Procedures Development Program," already indicates "Service doctrine must be consistent with approved joint doctrine." The Services seem to be moving in this direction, to include alignment of Service and joint publication numbering systems. Incorporating approved joint terminology in the key Service doctrinal publications would allow greater understanding of each other's warfighting concepts and capabilities and would hasten the promulgation of a common joint language for use by soldiers at all levels.

Occasionally, just when we think we have the joint terminology situation under control, higher authority provides some changes. For example, DOD Directive S3600.1, "Information Operations (IO)," which was approved and distributed on 9 December 1996, provides new terms and definitions for "information assurance," "information environment," "information operations" and modifies the previously approved definitions of "information superiority," "information system," and

"information warfare." Fortunately, the first draft of Joint Pub 3-13, "Joint Doctrine for Information Warfare," was still under development, and we were able to "adjust" accordingly. Such is not always the case. We need to be ever alert to situations involving the sudden introduction of newly approved or modified joint terms and definitions.

I would be remiss in my responsibility to the readers if I failed to mention the ongoing review and other associated activities concerning Joint Pub 1-02, "DOD Dictionary of Military and Associated Terms." It now appears there may be a further restructuring of Joint Pub 1-02 and a total review of the publication, to include development of a program directive to provide a scope and purpose. A decision should be reached during the 1-3 April 1997 Joint Doctrine Working Party. I will keep you informed on the status of this project.

In closing, I want to remind everyone that the latest approved terminology is always available on the Chairman's Joint Doctrine Home Page on the World Wide Web. Regardless of the potential delay associated with the review and restructuring of Joint Pub 1-02, we will continue to post approved new and modified joint terminology on the Joint Doctrine Home Page within a couple of days after approval and promulgation. In addition, each Joint Electronic Library CD-ROM will contain the latest approved terminology available at the time the CD-ROM is produced. Let's keep charging—I sense further terminology victories are within our grasp.



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