CJCSI 3010.02A
15 April 2001

JOINT VISION IMPLEMENTATION MASTER PLAN (JIMP)

JOINT STAFF
WASHINGTON, D.C. 20318

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7 CJCSI 3010.02A
DISTRIBUTION: A, B, C, J 15 April 2001

JOINT VISION IMPLEMENTATION MASTER PLAN

References: See Enclosure B.

1. Purpose. This instruction conveys the *Joint Vision* Implementation Master Plan (JIMP) and provides policy and guidance for implementation of the Chairman of the Joint Chiefs of Staff's (CJCS's) long-range vision document, *Joint Vision 2020* (reference e), and subsequent CJCS *Joint Vision* documents. The purpose of the JIMP is to define a process that will translate emerging joint operational concepts into joint warfighting capabilities as a result of joint experimentation and assessment recommendations. The JIMP describes the generation, coordination, approval, and implementation process for joint Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) recommendations and defines roles and responsibilities within that process. *Joint Vision* in this CJCSI refers to the Chairman's *Joint Vision 2020 (JV 2020)* document.

2. Cancellation. CJCSI 3010.02, 9 December 1998, and CJCSI 3010.01, 10 October 1996, are superseded upon receipt of this instruction.

3. Applicability. This instruction applies to the Joint Staff, Services, combatant commands, Defense agencies, and joint and multinational activities responsive to the Chairman of the Joint Chiefs of Staff.

4. Policy. In accordance with Section 153 of reference a, the Chairman of the Joint Chiefs of Staff is charged to:

(a) Assist the President and the Secretary of Defense in providing for the strategic direction of the Armed Forces.

(b) Conduct net assessments to determine the capabilities of the Armed Forces of the United States.

(c) Provide the Secretary of Defense with advice on requirements, programs, and budget. This instruction describes the process within which the Joint Staff, Services, combatant commands, Defense agencies, and joint and multinational activities will function in assisting the Chairman in implementing *Joint Vision* initiatives in support of these responsibilities.

5. Definitions. See Glossary

6. Revisions. This instruction will be reviewed annually and updated as required. Submit recommended changes to this policy/plan to the Joint Staff, DJ-7, Joint Vision and Transformation Division, Washington, D.C. 20318-7000.

7. Summary of Changes

a. Further defines and clarifies roles and responsibilities of all those in the process of operationalizing and implementing the Chairman's *Joint Vision*. The document as a whole further clarifies and defines the role of United States Joint Forces Command (USJFCOM), unified Commanders in Chief (CINCs), Services, Defense agencies, Office of Secretary of Defense (OSD), and the Joint Staff in the execution of joint concept development, joint experimentation and assessment activities and joint integration and implementation in achieving the Chairman's *Joint Vision*. The term "coordinating authority (CA)" is replaced with operational concept "executive agent (EA)" allowing more authority to selected Joint Staff directorates in the execution of their duties operationalizing the assigned concepts of *Joint Vision*. Specifically, the Strategic Plans and Policy Directorate (J-5) assumes the role and responsibility of a new EA entitled, "Multinational and Interagency (MI)," with support from Operational Plans and Joint Force Development Directorate (J-7) and the Logistics Directorate (J-4). The former CA entitled, "Technological Innovation (TI CA)," has been eliminated, as has the CA responsibility for full-spectrum dominance (FSD). Additionally, EA responsibilities have been aligned to the recent joint mission area (JMA) Joint Staff directorate responsibilities (reference k).

b. Clarifies the role of the Joint Requirements Oversight Council (JROC), supported by the Joint Warfighting Capabilities Assessment (JWCA) teams, becoming more involved in and prioritization of the development and assessment of joint warfighting requirements (reference j). These requirements can evolve from joint DOTMLPF change

recommendations as a result of joint experimentation and assessment activities, the Requirements Generation System (RGS) (reference g), and other *Joint Vision* assessment recommendations. The Chairman of the Joint Chiefs of Staff has directed the JROC to have a greater strategic management and integration role in dealing with the top joint warfighting issues facing the Department of Defense (reference j). Joint warfighting and overarching operability requirements must be done up front, so the JROC will approve joint force operational concepts and architectures and other requirements in support of *Joint Vision* implementation. Additionally, this document captures the up front guidance procedures for the CJCS to influence joint concept development and joint experimentation and assessment activities.

c. The *Joint Integration and Implementation* component of the process is better defined regarding the generation of recommendations, acceptance, coordination and approval through the JROC, and implementation of recommendations to joint DOTMLPF from USJFCOM or other sponsors of joint experimentation and assessment activities. The Joint DOTMLPF Co-Evolution/Integration and Implementation Process at Appendix E captures the specific details of the Joint Integration and Implementation component of the *Joint Vision* Implementation Process. The document identifies new roles and responsibilities of the "DOTMLPF Integration Team" and the identification of "Joint DOTMLPF Functional Process Owners (FPOs)". The DOTMLPF Integration Team is an executive steering group and working body, chaired by the Director, Joint Staff (DJS) and sponsored by the DJ-7, that is focused on implementation. The FPOs are process owners within the Joint Staff responsible for the integration and implementation of approved recommendations into existing joint processes eventually leading to a synchronized fielded joint capability.

d. The management architecture of the process is modified incorporating a "*Joint Vision* Implementation Rhythm" that establishes periodic meetings and coordination required for overseeing the implementation synchronization of the process.

e. Paragraph 4 of the Enclosure, entitled "Resourcing Implementation," is completely rewritten and restructured to better capture the resourcing implications of the implementation process.

f. This document must be viewed as a "living" document, with processes capable of periodic and in some cases routine refinement in order to coherently integrate those processes as they continue to develop without stifling the overall effort. As such, the details of the recently approved "Concept For Future Joint Force, JV2020-Taking The Next

Step" and its elements (e.g., "Joint Net Effect Aim Points," "Joint Specific Effect Aim Points," and the "CJCS Strategic Campaign Plan," etc.) have not been fully integrated and synchronized in this version of the document. It is recognized that this is an ongoing effort to solidify and integrate within existing process and thus will be incorporated as it fully matures.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--http://www.dtic.mil/doctrine. Copies are also available through the Government Printing Office and on the Joint Electronic Library CD-ROM.

9. Effective Date. This instruction is effective upon receipt.

HENRY H. SHELTON
Chairman
of the Joint Chiefs of Staff

Enclosures:

A -- *Joint Vision* Implementation Master Plan

Appendix A -- 21st Century Challenges
Appendix B -- Sample 21st Century Challenge
Appendix C -- Desired Operational Capabilities (DOCs)
Appendix D -- Dominant Maneuver DOC
Appendix E -- Joint DOTMLPF Co-Evolution/Integration and Implementation Process Walkthrough

B -- References

GL -- Glossary

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LIST OF EFFECTIVE PAGES

The following is a list of effective pages for CJCSI 3010.02A. Use this list to verify the currency and completeness of the document. An "O" indicates a page in the original document.

PAGE	CHANGE	PAGE	CHANGE
1 thru 4	O	A-C-1 thru A-C-4	O
i thru viii	O	A-D-1 thru A-D-2	O
A-1 thru A-32	O	A-E-1 thru A-E-12	O
A-A-1 thru A-A-2	O	B-1 thru B-2	O
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RECORD OF CHANGES

Change No.	Date of Change	Date Entered	Name of Person Entering Change

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ENCLOSURE A

JOINT VISION IMPLEMENTATION MASTER PLAN (JIMP)

1. Introduction

a. Purpose. The purpose of *Joint Vision* Implementation Master Plan is to define a process that will translate emerging joint operational concepts into joint warfighting capabilities as the result of joint experimentation and assessment. The end result is a joint force capable of meeting the requirements of 21st Century operations. The JIMP describes the generation, coordination, approval, and implementation process for joint DOTMLPF recommendations and defines roles and responsibilities within that process.

b. Vision

(1) *Joint Vision* provides a joint template for integrating Service operational concepts and Service-unique capabilities within a framework of joint DOTMLPF. It is responsive to the challenges envisioned in the dynamic strategic environment described in the Joint Strategy Review (JSR).

(2) The transformation of these *Joint Vision* operational concepts into joint capabilities requires the simultaneous adaptation ("co-evolution") of joint DOTMLPF to meet the high tempo and high technology demands posed by these new joint concepts. This co-evolution requires continuous examination of each of these seven critical considerations throughout concept development, joint experimentation and assessment, and joint integration until implementation.

c. Mission. To implement *Joint Vision* by integrating approved future joint operational concepts and desired operational capabilities into fielded joint warfighting capabilities that will create a force that is dominant across the full spectrum of military operations.

d. Strategic Guidance

(1) *Joint Vision* is the current long-range vision that serves as front-end guidance for defense planning systems, processes, budgets, and programs. *Joint Vision* is intended to be the benchmark for Service, CINC, and Defense agency visions and influence the evolution of joint forces and joint warfighting to meet a challenging and an uncertain future.

(2) *Joint Vision* strategic planning priorities, objectives, and joint experimentation and assessment results may provide inputs to the Chairman of the Joint Chiefs of Staff for inclusion in the Joint Planning Document (JPD), the Chairman's Program Recommendation (CPR), and the Chairman's Program Assessment (CPA).

(3) Similarly, *Joint Vision* joint experimentation and assessment results will inform and provide input to the JROC and its JWCAs, the Joint Doctrine System, the Joint Training System, Joint Professional Military Education (JPME), the Joint Military Personnel System, the Defense Planning Guidance (DPG), the Joint Intelligence Guidance, the Joint Warfighting Science and Technology Plan (JWSTP), Service/Defense agency Program Objective Memoranda (POM), Quadrennial Defense Review (QDR), and other key documents and processes.

e. Goals. The implementation goals are as follows:

(1) Exploit experimentation and assessment to field integrated joint operational capabilities swiftly and efficiently.

(2) Integrate the capabilities of the Armed Forces to achieve FSD.

(3) Prepare for the future using a deliberate *Joint Vision* synchronization implementation process that balances modernization, ongoing mission responsibilities, and current readiness.

(4) Provide joint concepts and capabilities necessary for joint operations.

f. Strategy. The implementation of a *Joint Vision* relies on the following guiding principles:

(1) Explore revolutionary ideas through an evolutionary process to achieve better capabilities.

(2) Co-evolve and integrate joint DOTMLPF to effect change.

(3) As necessary, modify current processes and systems to create a fully integrated joint concepts-to-requirements generation system.

(4) Leverage Service core competencies to increase joint warfighting capabilities.

(5) Synchronize and integrate ongoing Service, CINC, Defense agency, and OSD joint assessment efforts, joint experiments and programs.

(6) Conduct aggressive joint experimentation through the Secretary of Defense-designated joint experimentation EA, USJFCOM (reference l).

(7) Develop a prioritized list of capabilities that accomplish the *Joint Vision* and program funding in subsequent Future Year Defense Plans (FYDP) to achieve capabilities envisioned.

2. Implementation Process

a. Process Description

(1) The *Joint Vision* Implementation Process consists of three closely related, iterative, continuous components: (1) Joint Concept Development; (2) Joint Experimentation and Assessment; and (3) Joint Integration and Implementation. During Joint Concept Development, new joint operational concepts, to be assessed during experimentation and assessment activities, are developed with formal Service Headquarters, CINC, Joint Staff, and selected OSD agencies coordination. Joint Experimentation and Assessment activities examines and evaluates alternatives necessary to achieve the desired operational capabilities (DOCs) and articulates results in terms of recommended changes to joint DOTMLPF. The Joint Integration and Implementation component initiates the process for effecting integration and implementation of recommended changes to joint DOTMLPF.

(2) The Chairman and the Joint Chiefs of Staff, in consultation with senior leaders of the Joint Staff, OSD, Services, and CINCs will review the *Joint Vision* implementation process. They impart oversight for the *Joint Vision* implementation effort and make decisions relative to the transition from concepts to capabilities.

(3) Although depicted linearly, all three components are part of a spiral development process in which each provides feedback to the others as joint concepts and capabilities are developed, refined, and validated for the future joint force commander. Figure A-1 depicts the *Joint Vision* Implementation Process.

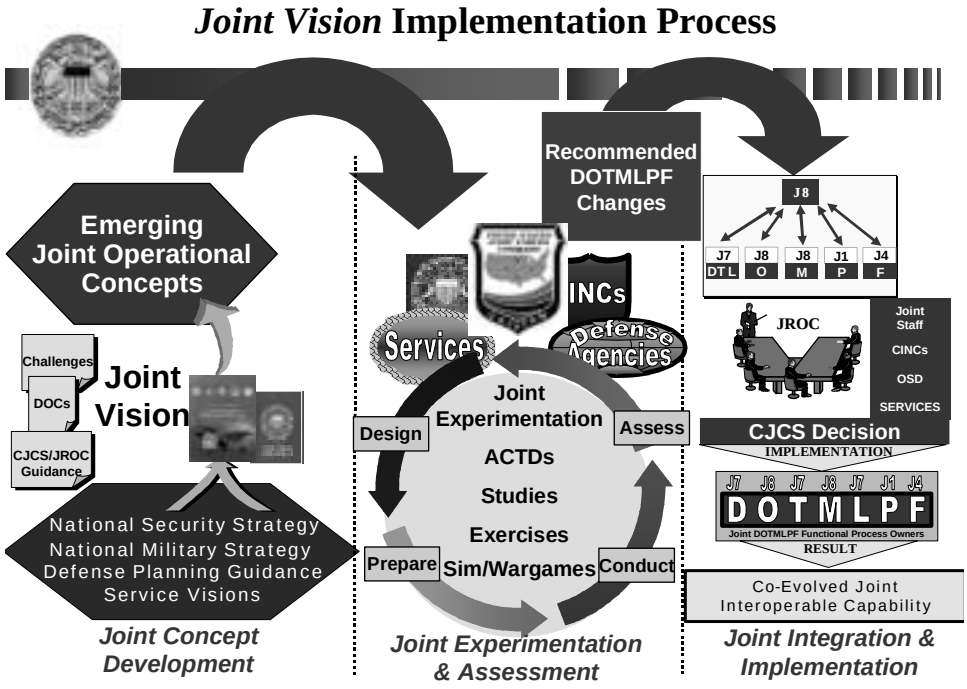

Figure A-1. *Joint Vision* Implementation Process

b. Joint Concept Development

(1) Description. A concept is a notion or statement of an idea -- an expression of how something might be done -- that can lead to an accepted procedure. Joint Concept Development is the process by which those ideas are explained to a degree of detail that permits them to be explored through joint experiments and other assessment events. The National Security Strategy, the National Military Strategy, the Defense Planning Guidance, and other strategy documents, along with Service visions, future studies, and the JROC-approved strategic topics, provide the basis for joint concept development. The Chairman's *Joint Vision* and associated 21st Century Challenges, DOCs, and JROC strategic topics, channel the Joint Concept Development Component. Service Headquarters, CINCs, Joint Staff EAs and JWCAs, and may initiate concept development keeping USJFCOM informed or providing input for Joint Concept Development.

(a) Near-term, enhanced joint operational concepts that augment the capabilities of existing forces through the application of off-the-shelf technology solutions and new force-and system-employment ideas.

(b) Midterm, evolutionary joint operational concepts related to the implementation of the current *Joint Vision* and subsequent *Joint Vision*.

(c) Far-term, revolutionary joint operational concepts related to the revolution in military affairs (RMA) that have the potential to drive new technology and reshape America's military for the future.

(2) Joint Concept Development Guidance

(a) The CJCS, through the JROC, acting within its strategic management and integration role (reference j), will review and prioritize joint warfighting and emerging joint operational concepts. Specifically JWCAs and others working in support of the JROC, will develop joint operational concepts and operational architectures for designated joint mission areas (JMA) keeping USJFCOM informed of their efforts. Additionally, USJFCOM will create and explore new joint warfighting concepts for joint experimentation, to include concepts provided by OSD, the Joint Staff, JWCAs, Services, CINCs, Defense Agencies, and the private sector. USJFCOM will critically refine, assess, and recommend to the Chairman the most promising joint concepts and capabilities for experimentation and further assessment. These operational concepts and architectures will guide requirements generation with the goal of achieving integration of joint operational capabilities (OC) and interoperability in the joint force, which covers the full spectrum of military operations as envisioned by *Joint Vision*.

(b) The DJ-7, in support of the Chairman and the JROC, will work with the appropriately tasked JWCA, the Joint Staff (in their roles as EAs of the operational concepts of *Joint Vision*), CINC and Service representatives, to confirm and update the 21st Century Challenges and associated DOCs, to develop joint OC.

(c) The Chairman, with recommendations from the JROC, and input from USCINCJFCOM, the Joint Staff in coordination with CINCs, Services, and DOD agencies, prioritizes the *Joint Vision* concepts, and their related 21st Century Challenges, DOCs, and associated joint OCs to guide the joint experimentation and assessment activities.

(d) Priority will be given to those breakthrough challenges, DOCs, and joint OCs identified as most significant and demanding for the future *Joint-Vision*-capable joint force and the achievement of joint task force operational capabilities as a national core competency of the US military. This process is iterative and allows the opportunity for reassessment.

1. 21st Century Challenges. A security challenge relevant to the future environment consists of a statement of the issue, a description of the future environment, and a postulate that links the challenge to joint warfighting operational concepts. Challenges serve as compelling rationale for investigating DOCs. Challenges will be broadly based on the Secretary of Defense's critical challenges in the DPG. EAs and associated JWCAs will lead collaborative teams that include USJFCOM, Service, selected Defense agency, and CINC representatives to develop new challenges or modify those currently approved. The list of currently approved 21st Century Challenges is at Appendix A. A sample Challenge is at Appendix B.

2. DOC. A DOC is a concept-based statement of the OC required to satisfy a joint force commander's needs across the full spectrum of conflict in the future and meet 21st Century Challenge requirements. A fully articulated DOC is expressed in terms of subordinate tasks, associated conditions, and criteria for measurement. DOCs specify OC in terms of what must be done, but do not prescribe how to do it. They are the products of an examination of the future collaborative environment and 21st Century Challenges. EAs and associated JWCAs will lead collaborative efforts with USJFCOM, the Joint Staff, other CINCs, the Services, and selected Defense agencies to identify DOCs. A list of currently approved DOCs is at Appendix C, and a Dominant Maneuver DOC example is at Appendix D.

3. Joint OC. An OC is a grouping of tasks, which make up a broad capability, or may themselves be specific tasks. Whereas DOCs specify operational capabilities in terms of what must be done, OC attempt to describe how to do it to an actionable level of detail eventually leading to requirements generation. Examples may include, but are not limited to, command and control (C2) fires, and close air support (CAS).

(3) Levels of Concept Development. There are three types of concepts directly related to Joint Experimentation and Assessment toward the implementation of current and future *Joint Visions*. They are the Capstone concept, related integrating concepts, and functional concepts. These concepts will be developed in formal coordination (JS 136) with CINCs, Services, and selected Defense agencies. Because CJCS *Joint Vision* documents are relatively broad and brief by nature, the three types of concepts provide the additional foundation necessary for efficient joint assessment and experimentation.

(a) Capstone Concept. The Capstone concept provides the next level of resolution below the CJCS *Joint Vision*. It amplifies the

Vision's key ideas to provide a more detailed foundation for follow-on experimentation and assessment. Its focus is on the employment of joint forces in missions across the range of military operations. The Capstone concept provides the framework that describes the relationships and integration of individual operational concepts and operational architectures and assists in structuring joint experimentation and assessment activities.

(b) Integrating Concept. The integrating concept amplifies a key area of the Capstone concept to provide a more detailed operational-level perspective for joint experimentation and assessment activities. It describes how a joint force commander integrates functional concepts and capabilities within a broad operational mission. Integrating concepts typically focus on forces and functions rather than on specific systems. A number of integrating concepts will likely be required to adequately amplify the capstone concept across the full range of military operations. Candidate integrating concepts should describe their relationship to the desired operational capabilities of the future and establish a benchmark against which to measure improvement.

(c) Functional Concept. A functional concept amplifies a particular function (such as counterair) or describes how to employ a system or conduct a task (such as time sensitive targeting). Functional concepts rely on integrating concepts for their operational context. A functional concept may be specific to a particular integrating concept or it may apply more broadly to multiple integrating concepts. Individual functional concepts provide the detail required for specific experiments. As with integrating concepts, candidate functional concepts should describe their relationship to the desired operational capabilities of the future and establish a benchmark against which to measure improvement.

(4) USJFCOM Role in Joint Concept Development. Significant to Joint Concept Development is the role of USJFCOM. USJFCOM, in collaboration and formal coordination with the Joint Staff, Services, CINCs and selected Defense agencies will propose new joint operational concepts, along with measures of merit, to serve as the basis for exploring future joint capabilities and operations through joint experimentation and assessments. Additional potential candidates for USJFCOM joint experimentation may be provided by OSD, the Joint Staff, the Services, other CINCs, Defense agencies, the private sector, and other sources. USJFCOM will ensure the overall integration of joint concepts and refine them based on assessment results and Service and CINC input. USJFCOM will create and explore new joint warfighting operational concepts through a series of joint experiments and other

assessment activities. The findings from these experiments and other activities, weighed against the benchmark measures of merit (metrics), will be used to refine the concepts for further joint experimentation. Each cycle may yield insights for recommendations to co-evolve the elements of joint DOTMLPF. Within their area of responsibility, CJCS-designated EAs, along with designated Services, and CINC representatives will participate in USJFCOM's continuous Joint Concept Development and Joint Experimentation and Assessment and will monitor progress in support of CJCS oversight.

c. Joint Experimentation and Assessment

(1) Description. The *Joint Vision* joint experimentation and assessment component defines, evaluates, and demonstrates those emerging joint operational concepts necessary to meet required joint capabilities. This component will explore joint concepts that address the 21st Century Challenges, DOCs, and joint OC to identify the joint DOTMLPF recommendations for change necessary to create the future joint force. Joint Experimentation and Assessments are a collaborative effort among USJFCOM and its Joint Experimentation Program, Services, other CINCs, Defense agencies, JWCAs, and the Joint Staff. Joint Experimentation and Assessment will leverage a wide range of DOD capabilities to examine, test, and evaluate alternatives developed during joint concept development. Appropriate objectives, goals, criteria, and tasks will be developed to focus evaluation efforts. Wargames, warrior and senior-leader seminars, working groups, qualitative and quantifiable modeling and simulation analysis, and combatant command exercises will explore a variety of potential future operations, innovative concepts, and options. Joint and Service advanced warfighting experiments (AWE), advanced concept technology demonstrations (ACTDs), advanced technology demonstrations (ATDs), and joint warrior interoperability demonstrations (JWIDs) will investigate projected technological capabilities and architectures. Modeling, simulations, joint exercises, and actual operations will assist in evaluating new operational concepts, technologies, information processes, and organizational structures and help further refine joint future operations concepts. These additional forms of assessment are discussed later in this instruction.

(2) The key goals of Joint Experimentation and Assessments include:

(a) Gain insights and an understanding of what concepts and capabilities, with measures of merit (metrics) to achieving the desired operational capabilities, are in the "realm of the possible" given the

current state of a specific technology, the potential developments within a technology, and the integrated effects of combined technologies.

(b) Permit the exploration and co-evolution of new concepts, processes, capabilities, technologies, and joint DOTMLPF in a future joint environment.

(c) Provide for a cohesive joint operational concept development and experimentation environment through the integration Service and joint experiments.

(d) Facilitate the eventual development of Service-derived key performance parameters migrating into families of *Joint Vision* concept-related requirements documents.

(3) Establishing Assessment Events. The collective sets of DOCs and Challenges are used to identify measurable assessment requirements. Assessment requirements for all DOCs and Challenges are integrated in order to identify the minimum number of events and to maximize the use of limited resources. Assessment events may leverage existing, planned events or be designed specifically for the purpose of assessing *Joint Vision* joint concepts or capabilities. Assessment events provide opportunities for investigating and identifying alternatives to satisfy and validate DOCs. When an existing event that could serve as a *Joint Vision* assessment event is identified, coordination with the event sponsor is required to integrate specific assessment needs with the event. A detailed collection plan ensures the requisite data is captured. For events not yet designed, *Joint Vision* assessment needs, including data collection, may be designed into the event from the outset. The Joint Warfighting Capability Objective (JWCO) roadmaps found in the Joint Warfighting Science and Technology Plan provide a good source for locating ATDs and ACTDs that support the assessment process. Each JWCO has been validated by the JROC and the roadmaps contain ATDs and ACTDs that support the achievement of JROC-validated capabilities for *Joint Vision*. Upon consultation, Services, Defense agencies, or other CINCs may be designated the sponsor and lead for some assessment events. USJFCOM or Joint Staff EAs, in coordination with each assessment event sponsor, will determine responsibility for conducting the assessment and reporting the results. USJFCOM is responsible for providing collective assessment of multiple events and the continual refinement of joint operational concepts, and joint desired capabilities.

(4) Types of Assessment Events. The following types of events can be used to develop, refine, and validate joint concepts and associated capabilities:

(a) Studies. The close and careful examination of a given subject to increase understanding and knowledge of that subject. For the purpose of *Joint Vision* assessments, studies represent an inexpensive and broad resource mechanism for identifying areas of possible exploitation and analysis.

(b) Wargames. Wargames are carefully constructed simulations that allow experienced civilian and military players to make decisions regarding the use of force, formation of alliances, implementation of national military strategies, and introduction of weapons systems and operational procedures in the context of possible future conflict scenarios. Used to explore a future security environment and the relative merits of alternative concept for meeting critical military challenges over the longer term, they can be invaluable guides to joint concept development and refinement.

(c) Modeling and Simulations (M&S). A technique for testing or analyzing a logical representation of a system, entity, phenomenon or process. For the purpose of *Joint Vision* assessments, M&S will provide readily available, operationally valid environments approved by warfighters to explore concepts and refine capability requirements in preparation for field experimentation. M&S tools will be used that accurately capture current and future Joint and Service capabilities, doctrine, and tactics.

(d) ATD. The demonstration of advanced technologies with the potential for enhancing military operational capabilities or cost effectiveness, characterized by four parameters: 1) large scale, both in resources and complexity; 2) user involvement from planning to final documentation; 3) specific cost, schedule and metrics; and 4) a clearly defined transition target. For the purpose of *Joint Vision* assessments, ATDs may be incorporated into experiments or conducted as a stand-alone product, and would be especially useful in identifying the feasibility of radically new concepts and/or architectures.

(e) ACTD. Funded jointly by USD(AT&L), the Services, and Defense agencies; ACTDs provide an early evaluation of mature advanced technologies by warfighters to determine military utility. ACTDs are structured and executed so that, when successful, formal acquisition can be rapidly initiated. For the purpose of *Joint Vision* assessments, ACTDs may be embedded within joint or Service experiments to assess integration of new and/or revised operational concepts.

(f) Exercises. Command post exercise (CPX) and field training exercise (FTX) can provide some limited ability for

experimentation. Exercises by their nature are intended as training events to maintain current CINC capabilities. Carefully constructed exercises can, however, provide opportunities for parallel experimentation using fully trained and deployed troops.

(g) AWE. AWEs are Service experiments involving carefully formulated hypotheses or operational concepts, which are examined empirically, to show how those concepts can co-evolve to provide major improvements in future capability. AWEs may involve virtual, constructive, and/or live simulations, or be embedded in joint force exercises.

(h) Joint Warfighting Experiment (JWE). These Joint large-scale culminating events that integrate related Service, combatant command, and other joint assessments of *Joint Vision* concepts and capabilities in a variety of scenarios across the full range of military operations. JWEs employ constructive, virtual, and/or live simulations often embedded in a joint force exercise. The results of these experiments will confirm, refute, or modify the capabilities required by the 2020 force.

(i) JWID. A means to demonstrate technology that could help implementation of *JV 2020*.

(j) Joint Test and Evaluation (JT&E) and CINC Field Assessments (CFA). Both JT&E and CFAs bring warfighting capabilities into use for DOD forces.

(k) Real-World Operations. Real-world operations can provide the opportunity to assess extremely promising operational concepts. Both peacetime and, when required, combat conditions may be appropriate for concept validation.

(5) Joint Experimentation. As the DOD EA for joint experimentation, USJFCOM will define, explore, and validate or charter in partnership with other CINCs, Services, Joint Staff, and Defense agencies, new joint concepts and capabilities and recommend changes to joint DOTMLPF that are necessary to achieve transformation in the conduct of US Armed Forces joint operations. These experiments will support the CJCS *Joint Vision* and future joint warfighting visions. Joint experimentation will implement an aggressive program to explore, demonstrate, and evaluate new joint concepts and capabilities for future joint operations. Joint experimentation will explore the synergy among concept, organization, and technology. USJFCOM is responsible to the Chairman for creating and refining future joint concepts and integrating

Service efforts in support of future CJCS *Joint Visions*. Therefore, successful joint experimentation will require the active participation by the Services, CINCs, and selected OSD agencies. USJFCOM is functionally responsible to the CJCS and is the supported commander for the purpose of conducting the DOD Joint Experimentation Program. Joint experimentation is an iterative process that will leverage a wide-range of DOD resources and venues to examine, test, and evaluate alternatives derived from Joint Concept Development. Its products will be recommendations for change to joint DOTMLPF that achieve desired joint operational capabilities. The below subparagraphs highlight the Joint Experimentation Program.

(a) Joint Experimentation Guidance:

1. The Chairman, Joint Chiefs of Staff will:

a. Provide guidance to USCINCJFCOM on development of the USJFCOM Joint Experimentation Program and future warfighting joint concept development no later than (NLT) June of each calendar year.

b. Approve USJFCOM annual Joint Experimentation Campaign Plan (JE CPLAN). JFCOM JE CPLAN development will support the guidance provided from the Chairman.

2. JROC Responsibilities. The JROC is responsible to the CJCS for performing the missions and functions set forth in title 10, USC, (reference a) and in CJCSI 5123.01 (reference h). Specifically the JROC's role in the *Joint Vision* Implementation Process during the joint concept development component is as follows:

a. Assist the CJCS in developing the CJCS annual JE guidance to USJFCOM for Joint Concept Development and Joint Experimentation and Assessment.

b. Assist the CJCS by providing inputs for CJCS consideration prior to his approval of USJFCOM's annual JE CPLAN.

c. JWCAs (reference f) and others working in support of the JROC will develop overarching joint operational concepts and operational architectures for the JMAs. These operational architectures will guide requirements generation in order to achieve integration of capabilities and interoperability in the joint force as envisioned by *Joint Vision*. As these concepts are developed, the JROC, in coordination with

USJFCOM, will evaluate JWCA recommendations for future joint experimentation and assessment and provided input to the Chairman.

(b) USJFCOM JE CPLAN Development. USJFCOM, in coordination with the Services and the CINCs, will refine, assess, and recommend to the Chairman the most promising Joint Operational Concepts and capabilities for Joint Experimentation and Assessment (reference l). Joint operational concepts selected for exploration will be integrated into the JE CPLAN, which provides a broad plan encompassing a multiyear process of joint experimentation. It is designed to assess the operational utility of joint concepts and their associated desired operational capabilities to derive insights for developing recommendations for change. The JE CPLAN is the vehicle for synchronizing Joint Experimentation and Assessment activities and resources over time. It will serve as the basis for coordination and integration of Joint Experimentation and Assessment events for all of the joint concepts under exploration. USJFCOM will submit their draft JE CPLAN to the Chairman by 1 October.

(c) Joint Concept White Paper Development. A White Paper will be developed for each joint concept selected for exploration in the JE CPLAN in coordination with CINCs, Services, and DOD agencies. The White Paper is the principal tangible product of concept development and describes the concept in sufficient detail for experimentation and the desired capabilities necessary to implement the concept. The White Paper states the desired operational capability to be achieved, the hypothesis to be assessed through experimentation, and contains a fully developed operational concept and an associated experimentation strategy. Finally, it is a living document that may be modified as a result of experimentation or other input.

(d) Baseline Collective Assessment (BCA). Based on CJCS guidance, USJFCOM will conduct a BCA to establish a baseline of joint concept development and joint experimentation activity for each joint concept being explored. It will analyze agencies and associated projects applicable to the joint concept to support drafting of an experimentation strategy. It will also leverage previous Joint Concept Development to refine current joint concept objectives. Completed and ongoing projects will be analyzed to avoid duplication of effort, identify events and tools, and recommend venues for joint experimentation. The BCA is a first step towards synchronizing DOD experimentation activity and gaining synergy from cataloging activities and opening dialog among agencies working on similar concepts and capabilities.

(e) Joint Experimentation Strategy. Joint concept capabilities to be explored and venues selected from the BCA as well as other joint experimentation activities are melded to form the joint experimentation strategy. This strategy describes the joint DOTMLPF objectives and questions to be answered during joint experimentation to sufficiently stress the hypothesis developed in the White Paper. It also lays out the necessary joint experimentation activity and expected outcomes over time. The strategy incorporates multiple events synchronized to explore fully the desired capabilities described in the joint concept. It synchronizes the iterative process of addressing joint concept objectives and questions to derive insights from joint experimentation activity.

(f) Joint Experimentation Leveraging of Activities. Joint experimentation will incorporate a multitude of activities over the period of a JE CPLAN. These will range from minor leveraged events that address only a few specifically tailored questions to a USJFCOM-sponsored major experimentation event that includes significant CINC and Service participation. This includes gathering data from events such as studies, wargames, modeling and simulations, ATD, ACTD, exercises, Service AWE, JWE, JWID, JT&E, CINC field assessments, and private sector initiatives. Joint experimentation activity may also include initiatives to gather insights from analysis of real-world operations. Observations and findings (usually in the form of a "Quick Look Report") from these events will be analyzed to derive joint DOTMLPF insights (usually in the form of a "Final Report"). Additionally, other assessment events, such as Joint Logistics Warfighting Initiative (JLWI), Focused Logistics Wargames (FLOW), and Global Information Grid (GIG) Implementation could lead to Joint DOTMLPF Change Recommendations that do not require the joint experimentation process.

(g) Joint Experimentation Results. Recommendations for changes to joint DOTMLPF will be derived from examining, analyzing, and measuring the results of all of the joint experiment activity pertaining to a given concept. USJFCOM or designated sponsor of a joint experiment and/or assessment will conduct a collective assessment to derive recommended change packages for each joint concept. This effort will include the analysis of insights derived from the BCA reports, joint experimentation activity (Quick Look and Final Reports), reports on real-world operations, and other related analytical efforts or sources to draw conclusions regarding the utility of the concept and the value added to joint force operations. After extensive review of these conclusions and the collective assessment of insights, and an evaluation of achieving the desired operational capabilities, USJFCOM or designated sponsor of a joint experiment and/or assessment will develop Joint DOTMLPF Change Recommendation "Packages" in coordination with the CINCs, Services,

and DOD agencies. These reviewed recommendations will then be delivered to the Chairman through the J-8 and JROC. Upon receipt, the recommendations will progress through the Joint Integration and Implementation component of the *Joint Vision* Implementation Process (Joint DOTMPLF Co-Evolution/Integration and Implementation Process as described in paragraph 2.d and as outlined in Appendix E in greater detail.). As the packages proceed toward implementation, it is important to note that the co-evolution of the joint DOTMLPF changes is a critical aspect of executing the Joint Experimentation Charter and realizing transformation.

d. Joint Integration and Implementation. The Joint DOTMLPF Co-Evolution/Integration and Implementation Process (Figure A-2 below) depicts the Joint Integration and Implementation component of the *Joint Vision* Implementation Process. Joint DOTMLPF resides in both the Requirements Generation System as described in CJCSI 3170, and in stand-alone change recommendation packages as a result of joint experimentation and *Joint Vision* assessment recommendations, which may be designated as "JROC special-interest" recommendations. The process is designed to ensure that the seven DOTMLPF considerations of *Joint Vision* are addressed in parallel and across all operational concepts. This process is outlined in the three "phases" below.

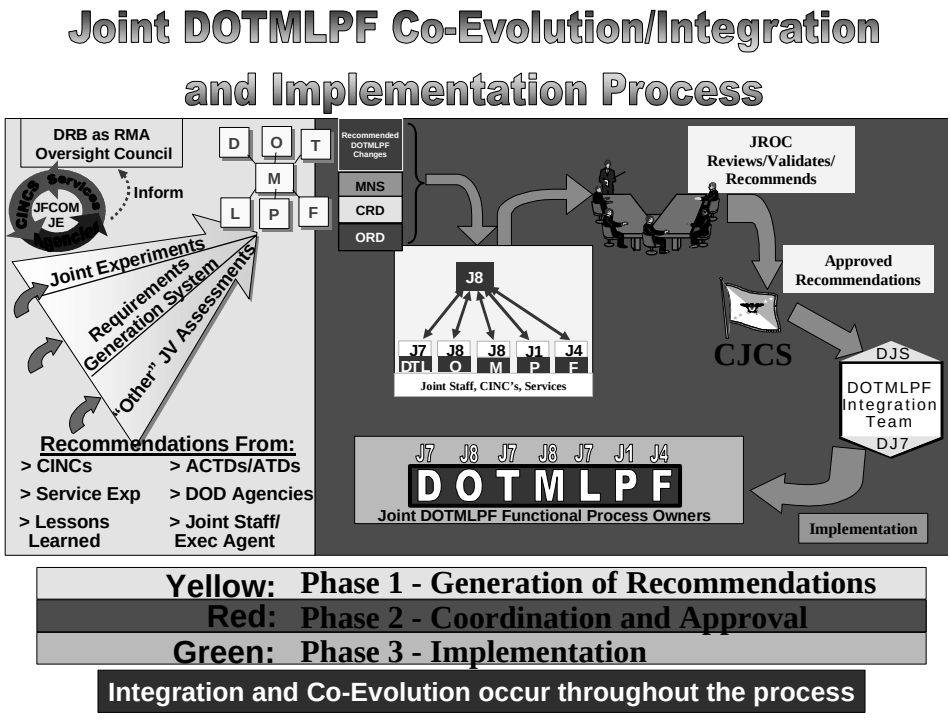

Figure A-2. Joint DOTMLPF Co-Evolution/Integration and Implementation Process

(1) Phase 1: Generation of Recommendations. Recommendations can be injected into the JROC processes in a variety of ways. The process defines an "on ramp" for USJFCOM recommendations, resulting from joint experimentation activities, in their role as the SECDEF's EA for joint warfighting experimentation into the JROC's requirements generation system or programmatic processes. The process also provides a manner for Services, CINCs, Joint Staff directorates, and Defense agencies to generate recommendations derived from deficiencies observed during "other *Joint Vision* assessments" to fulfill their role in achieving the Chairman's *Joint Vision* through various forms of assessment activities as outlined in paragraph 2.c. above. Following joint experiments and other assessment activities, USJFCOM and respective sponsors conduct analysis of the joint experimentation and assessment results. This analysis is based on the seven joint DOTMLPF considerations and their impact on one another. The joint DOTMLPF changes will be included as part of mission needs statement (MNS), operational requirements documents (ORDs), and Capstone requirements documents (CRDs) as outlined in CJCSI 3170 (reference g) and/or as joint DOTMLPF Change Recommendations Packages as defined in this instruction. Specifically, injection of recommendations into the process may be achieved in the following manner:

(a) Requirements Generation System. In its title 10, USC, (reference a) and CJCSI 5123.01 (reference h) advisory role to the Chairman of the Joint Chiefs of Staff, the JROC oversees the Requirements Generation System, reviews joint warfighting capability assessments and major defense acquisition programs, and assigns joint military priorities within projected resource constraints. The JROC provides a critical review/validation/approval of acquisition category Major Defense Acquisition Programs (MDAPs) (reference d), Automated Information Systems (AIS) acquisition programs, and JROC Special Interest programs, MNS, ORDs, and CRDs. The review process includes interoperability, intelligence, munitions insensitivity, aviation munitions, and joint DOTMLPF assessments/endorsements associated with materiel requirements, as well as threat data validation.

(b) Joint Experimentation. The JROC reviews the Joint DOTMLPF Change Recommendation Packages submitted by USJFCOM and provides a recommendation to the CJCS for approval and implementation, or further work by the sponsor. The CJCS, through the JROC, keeps the Defense Resources Board (DRB), in its role as the RMA Oversight Council, informed of potential transformation activities as a result of the recommendations being proposed which could impact funding reprogramming or support.

(c) Other *Joint Vision* Assessments. ACAT I/II and below MNS, ORDs, and CRDs and/or any other Joint DOTMLPF Change Recommendation Packages the JROC designates as JROC special-interest recommendations will be reviewed by the JROC for joint DOTMLPF implications.

(2) Phase 2: Coordination and Approval. The Joint Staff J-8 is the recipient of recommendations in the form of MNS, ORDs, and CRDs and/or Joint DOTMLPF Change Recommendation "Packages." These MNS, ORDs, CRDs will be reviewed by the JROC, via the joint Requirements Generation System (CJCSI 3170) (reference g). As part of this review, the joint FPOs will assess/endorse joint DOTMLPF compliance as outlined in CJCSI 3170 (reference g). The JROC, in its strategic management and integration role (reference j), will approve or endorse requirements and Joint DOTMLPF Change Recommendation Packages. The JROC will review and endorse recommendations resulting from joint experimentation and assessment activities to the CJCS. Following JROC endorsement, the CJCS will either approve the recommendation and direct implementation or will direct further work by the sponsor.

(3) Phase 3: Implementation. Recommendations that have been approved for implementation by the Chairman will be assigned to the DOTMLPF Integration Team, chaired by DJS, for oversight and monitoring of co-evolution and implementation. The DOTMLPF Integration Team provides substantive oversight to ensure that implementation activities within each of the seven critical considerations remain focused on achieving the integrated result described in the recommendation. The JS DJ-7 and the Joint Staff DOTMLPF FPOs share in the implementation of an approved recommendation. In cases where the CJCS appoints a sponsor, the FPOs and DJ-7 would support this sponsor in its effort to co-evolve the joint DOTMLPF recommendations. The DJ-7, the respective Joint DOTMLPF FPOs, and the sponsor work together to create an implementation plan and timeline. The key implementation tasks identified in the approved recommendation serve as a starting point for this plan and timeline. The DJ-7, in coordination with the Joint DOTMLPF FPOs, will ensure that each task is completed in accordance with the timeline and provide status and visibility into the process to senior leaders. The DJ-7, in coordination with the FPOs, also makes recommendations to the DOTMLPF Integration Team for modifications to existing timelines based on the synchronization of tasks. The Joint Staff DOTMLPF FPOs are responsible for working assigned tasks via their existing processes and for providing periodic updates on their progress to the DJ-7 and the DOTMLPF Integration Team. These recommendations, along with the status of all ongoing implementation

activities, are provided to the DOTMLPF Integration Team at regularly scheduled sessions. If unresolved issues occur, the DOTMLPF Integration Team will seek CJCS guidance for resolution.

3. Implementation Management

a. Management Architecture

(1) Joint Staff, Director, J-7. The Director, J-7, is the Chairman's EA and primary Joint Staff proponent for *Joint Vision* implementation and system integration. This role includes responsibility for *Joint Vision* implementation policy and overall program management as well as monitoring the implementation of recommendations for the DOTMLPF Integration Team and the DJS.

(2) USCINCJFCOM. The Secretary of Defense has designated USCINCJFCOM as the "Executive Agent for Joint Warfighting Experimentation . . . within the CJCS program to implement *Joint Vision 2010 (JV2010)* and future warfighting visions." USJFCOM "is responsible to the Chairman of the Joint Chiefs of Staff for creating and refining future joint warfighting concepts and integration of Service efforts in support of *JV 2010* and future CJCS joint warfighting visions" as outlined in the charter established in 1998 (reference l).

(3) Joint Requirement Oversight Council. The JROC is responsible to the CJCS for performing the missions and functions set forth in title 10, USC (reference a) and CJCSI 5123.01 (reference h). The JROC charters and oversees the work of JWCAs in developing overarching joint operational concepts and operational architectures for the joint mission areas during the Joint Concept Development component of this process. Joint DOTMLPF recommendations resulting from Joint Concept Development, Joint Experimentation and Assessment are integrated into the JROC's deliberations on identifying, developing, validating, and prioritizing joint requirements.

(4) CJCS Joint Staff EA. A Joint Staff directorate assigned as the CJCS EA for implementation of assigned *Joint Vision* operational concept or enabler and future Joint Visions. These assigned responsibilities align with the current JMA responsibilities within the Joint Staff supporting the Joint Operational Architecture (JOA). EAs monitor the joint community's experimentation and assessment efforts to support the *Joint Vision* operational concept or enabler falling within their area of responsibility. The directors so designated are responsible for supporting USJFCOM joint concept development, joint experimentation, and

overseeing the integration process to support Joint Vision implementation. The CJCS-designated EAs are listed in Figure A-3.

Executive Agent	***Joint Vision* Concept/Enabler**
J-4	Focused Logistics
J-5 (with J-4/J-7 support)	Multinational and Inter-agency
J-6 (with J-2 and J-3 support)	Information Superiority
J-8	Dominant Maneuver
J-8	Precision Engagement
J-8	Full-Dimensional Protection

Figure A-3. Joint Staff EA Assignments

(5) Joint DOTMLPF FPOs. Directors so designated are responsible for the execution of their respective joint functional process to meet the implementation of the recommended changes to joint DOTMLPF per the joint DOTMLPF Co-Evolution/Integration and Implementation Process. FPOs will provide assessment of their specific functional process during their review of proposed joint DOTMLPF recommendations. They will support the DOTMLPF Integration Team and the DJ-7 in executing their integration and implementation responsibilities of approved joint DOTMLPF changes. The CJCS-designated Joint DOTMLPF FPOs are listed in Figure A-4.

Critical Consideration	**DOTMLPF Functional Process Owner (FPO)**
Joint Doctrine	Joint Staff J-7
Joint Organizations	Joint Staff J-8 (with J-5 support)
Joint Training	Joint Staff J-7
Joint Materiel	Joint Staff J-8
Joint Leadership and Education	Joint Staff J-7
People (Joint Personnel)	Joint Staff J-1
Joint Facilities	Joint Staff J-4

Figure A-4. Joint Staff DOTMLPF FPOs

(6) DOTMLPF Integration Team. The DOTMLPF Integration Team is comprised of a permanent GO/FO-level representative from the J directorates, Services, and USJFCOM chaired by the DJS and

sponsored by the DJ-7. It is an executive body, or steering committee, that accepts the approved recommendations and assigns action for implementation for the Chairman. The body is a forum to monitor and coordinate the activities and events associated with implementing the JIMP. The working body/integration team will consist of permanent J directorate staff, Service, USJFCOM representatives.

b. *Joint Vision* Implementation Rhythm. To successfully direct the *Joint Vision* implementation process, a series of coordination meetings and briefings will be conducted periodically to ensure senior leadership is kept informed about the status of *Joint Vision* Implementation. This flow of information, through significant meetings and events, is considered the *Joint Vision* Implementation Rhythm. Captured below are the events defined in terms of purpose and sponsorship.

(1) DOTMLPF Integration Team -- Monthly. DJS, JS EAs, Service GO/FO representatives, USJFCOM GO/FO representative, and Joint DOTMLPF FPOs Update.

(a) *Purpose*. Update and inform the DJS and DOTMLPF Integration Team of ongoing *Joint Vision* activities and a forum to monitor and coordinate the activities and events associated with implementing the JIMP. Provide status of approved Joint DOTMLPF Change Recommendation implementation. Receive guidance and direction for future activities.

(b) *Sponsor*. JS DJ-7.

(2) DJ-7 and OSD Update -- Bimonthly

(a) *Purpose*. Update and inform selected OSD representatives of ongoing *Joint Vision* initiatives and actions. Provide a forum to assist in monitoring and coordinating the activities and events associated with the execution of the JIMP.

(b) *Sponsor*. JS DJ-7.

(3) JS DJ-7 and USJFCOM DJ-9 Battle Rhythm Meeting -- Semiannually

(a) *Purpose*. Resolve issues and develop a “way ahead” for joint experimentation activities.

(b) *Sponsor*. Shared by JS J-7 and USJFCOM J-9.

(4) JROC Joint DOTMLPF Change Recommendation Package Review -- As Required

(a) *Purpose*. Review joint DOTMLPF changes prior to CJCS approval. JROC review process continues to function per CJCSI 3170 (reference g).

(b) *Sponsor*. DJ-8/VCJCS and JROC.

(5) DRB During Program Review

(a) *Purpose*. Assess the Department's concept development and experimentation activities as well as its progress in responding to the critical challenges outlined in the DPG, the status of CRDs, and the resources dedicated to integrating materiel and nonmateriel solutions for validated requirements.

(b) *Sponsor*. OSD.

(6) DRB as RMA Oversight Council -- As Required

(a) *Purpose*. Review selected transformation initiatives and DOD activities that are intended to define, test, and field materiel and nonmateriel requirements designed to answer DPG challenges. Assess the resources required for integrating *Joint Vision* results into DOD Transformation Strategy.

(b) *Sponsor*. ASD(S&TR).

c. Roles and Responsibilities. Outlined below are the roles and responsibilities to support the implementation of the CJCS *Joint Vision* policy.

(1) Responsibilities Common to all Joint Staff J Directorates

(a) As a member of the Joint Staff, review all Joint DOTMLPF Change Recommendations submitted to the J-8 through the Joint DOTMLPF Co-Evolution/Integration and Implementation Process.

(b) Develop and refine *Joint Vision* 21st Century Challenges and DOCs related to assigned *Joint Vision* operational concepts or

enablers in collaboration with JWCAs, USJFCOM, Services, and CINCs. Incorporate this refinement annually into the JE CPLAN development.

(c) Participate in USJFCOM-led development of JE CPLAN.

(d) Participate in USJFCOM-led collaborative teams to define and refine joint experimentation integrating and functional concepts.

(e) Maintain awareness and monitor experimentation activities through USJFCOM within assigned areas. Monitor and support execution of USJFCOM joint experimentation program in meeting *Joint Vision* assigned Operational Concepts/Enablers and related 21st Century Challenges and DOCs.

(f) Participate in the *Joint Vision* Implementation Rhythm events as outlined in paragraph 3.b.

(g) As necessary and applicable collaborate with USJFCOM on the selection of assessment events that support implementation of *Joint Vision* within assigned areas. Influence assessment events that might be used to assess *Joint Vision* DOCs and Challenges. Participate in joint concept development, joint experimentation, and assessment. Focus on assigned operational concepts for purpose of complementing the USJFCOM's Joint Experimentation Program.

(2) Specific Roles and Responsibilities for Joint Staff Directorates

(a) Joint Staff, Director, J-1. Acts as the Joint DOTMLPF FPO for the implementation of the *Joint Vision* critical consideration-Personnel ("P"). Supports the DOTMLPF Integration Team and the DJ-7 in executing their integration and implementation responsibilities. Provides endorsement for the JROC of the "P" functional process during their review of proposed Joint DOTMLPF Change Recommendations. Ensures MNSs, CRDs, and ORDs reflect current endorsement requirements.

(b) Joint Staff, Director, J-2. Supports the DJ-6 in its role as the CJCS's EA for the implementation of the assigned *Joint Vision* operational enabler Information Superiority (IS) (specifically JMA intelligence, surveillance, and reconnaissance (ISR)) and future *Joint Visions*. Monitors and supports the joint community's experimentation and assessment efforts that support the *Joint Vision* operational enabler falling within the area of IS.

(c) Joint Staff, Director, J-3. Supports the DJ-6 in its role as the CJCS EA for the implementation of the assigned *Joint Vision* operational enabler IS (specifically JMAs Joint command and control (C2) and information operations (IO)) and future *Joint Visions*. Monitors and supports the joint community's experimentation and assessment efforts that support the *Joint Vision* joint operational enabler falling within the area of IS.

(d) Joint Staff, Director, J-4

1. Acts as CJCS EA for implementation of the assigned *Joint Vision* joint operational concept Focused Logistics (FL) and future CJCS *Joint Visions*. Monitors and supports the joint community's experimentation and assessment efforts that support the *Joint Vision* joint operational concepts falling within the area of FL. Leads the collaborative effort to identify and refine the *Joint Vision* Focused Logistics 21st Century Challenges and DOCs.

2. Supports the DJ-5 in its EA role for implementation of the assigned *Joint Vision* enabler, multinational and interagency (MI).

3. Acts as the Joint DOTMLPF FPO for the implementation of the *Joint Vision* critical consideration Joint Facilities ("F"). Support the DOTMLPF Integration Team and the DJ-7 in executing their integration and implementation responsibilities. Provides endorsement for the JROC of the "F" functional process during their review of proposed Joint DOTMLPF Change Recommendations. Ensures MNSs, CRDs, and ORDs reflect current endorsement requirements.

(e) Joint Staff, Director, J-5

1. Acts as CJCS EA for implementation of the assigned *Joint Vision* joint operational enabler MI and future CJCS *Joint Visions*. Monitors and supports the joint community's experimentation and assessment efforts that support the *Joint Vision* joint operational enabler falling within the area of MI operations. Leads the collaborative effort to identify the 21st Century Challenges and DOCs associated with MI.

2. Supports the DJ-8 in its DOTMLPF FPO for the implementation of the *Joint Vision* critical consideration Agile Organizations ("O").

(f) Joint Staff, Director, J-6

1. Acts as CJCS EA for implementation of the assigned *Joint Vision* joint operational enabler IS and future CJCS *Joint Visions*. Monitors and supports the joint community's experimentation and assessment efforts that support the *Joint Vision* joint operational enabler falling within the area of IS.

2. Leads the collaborative effort to identify the 21st Century Challenges and DOCs associated with IS.

(g) Joint Staff, Director, J-7. Designated by CJCS as EA to implement the Chairman's *Joint Vision*.

1. The Director, J-7, is the CJCS EA and primary Joint Staff proponent for *Joint Vision* implementation and process integration. This role includes responsibility for the *Joint Vision* implementation policy and overall program management.

2. Sponsors the DOTMLPF Integration Team activities as directed by the DJS.

3. Supports the DJ-5 in its EA role for implementation of the assigned *Joint Vision* enabler, Multinational and Interagency (MI).

4. Acts as the DJS' representative to effect implementation and integration of all approved Joint DOTMLPF Change Recommendations resulting from joint experimentation and assessments.

5. Serves as EA to synchronize Joint DOTMLPF Change Recommendation actions, establish timelines, and task appropriate agencies to ensure co-evolution of joint DOTMLPF through the Joint DOTMLPF Co-Evolution/Integration and Implementation Process.

6. Serves as the coordinator with the Joint DOTMLPF FPOs in the implementation of approved recommendations.

7. Acts as the joint DOTMLPF FPO for the implementation of the *Joint Vision* critical considerations of joint Doctrine ("D"), joint Training ("T"), and innovative Leadership and Education ("L"). Provide endorsement for the JROC of D, T, and L functional processes during their review of proposed joint DOTMLPF recommendations. Ensures MSN, CRDs, and ORDs reflect current endorsement requirements.

8. Engages and informs senior leadership on current status of *Joint Vision* implementation activities and supporting efforts across the Department of Defense.

9. Supports policy guidance from the CJCS on *Joint Vision* implementation. Integrates and coordinates *Joint Vision* activities among the Joint Staff EAs, USJFCOM, Services, CINCs, and Defense agencies.

(h) Joint Staff, Director, J-8

1. Receives joint experimentation and assessment recommendations for input into the JROC process (CJCSI 5123.01) as outlined in the Joint Integration and Implementation component of the *Joint Vision* Implementation Process for coordination and endorsement to the CJCS for approval.

2. Acts as CJCS EA for implementation of the assigned *Joint Vision* joint operational concepts dominant maneuver (DM), precision engagement (PE), and full-dimensional protection (FDP) and future CJCS *Joint Visions*. Monitors and supports the joint community's experimentation and assessment efforts that support the *Joint Vision* joint operational concepts falling within the areas of DM, PE, and FDP. Leads the collaborative effort to identify the 21st Century Challenges and DOCs associated with DM, PE, and FDP.

3. Acts as the joint DOTMLPF FPO for the implementation of the *Joint Vision* critical consideration Enhanced Materiel ("M") and the critical consideration Agile Organizations ("O") (with support from the DJ-5). Supports the DOTMLPF Integration Team and the DJ-7 in executing their integration and implementation responsibilities. Provides endorsement for the JROC of the "M" and "O" functional process during their review of proposed Joint DOTMLPF Change Recommendations. Ensures MNSs, CRDs, and ORDs reflect current endorsement requirements.

(3) Joint Staff, Roles and Responsibilities of Joint DOTMLPF FPOs

(a) Provide endorsement for the JROC of their specific functional process during the review of proposed joint DOTMLPF change recommendations. Ensure requirements documents (MNSs, CRDs, and ORDs) reflect current endorsement requirements.

(b) Work with the Joint Staff DJ-7 to construct an implementation plan and timeline for approved recommended joint DOTMLPF changes.

(c) Execute assigned tasks to implement approved recommended changes to joint DOTMLPF within their assigned areas of responsibility via the existing functional processes and data systems.

(d) Provide periodic status updates to the DJS, through the DJ-7, on the status of implementing approved changes to joint DOTMLPF.

(e) Inform the DJ-7 promptly if any problems arise that may interfere with completion of assigned tasks.

(4) Roles and Responsibilities of CINCs

(a) Participate in development and coordination of joint operational concepts, 21st Century Challenges, DOCs, and candidate assessment events. For CINC-unique assessments, act as the EA for specific joint concept and capabilities development.

(b) Support the *Joint Vision* Implementation Process in assisting with joint experimentations and assessments as appropriate.

(c) USCINCSOC is responsible for "special operations" experimentation and assessment.

(d) USCINCSPACE is the single focal point for all Space and computer network defense/attack (CND/A) for DOD joint concept and capabilities development.

(e) Participate in the *Joint Vision* Implementation Rhythm events as outlined in paragraph 3.b. Participate in the Joint DOTMLPF Co-Evolution/Integration and Implementation Process as outlined in Appendix E.

(f) Designate a command office of primary responsibility (OPR) for *Joint Vision* implementation.

(g) With CJCS concurrence, sponsor *Joint Vision* assessment events.

1. Assist in development of assessment data collection plans with EAs and USJFCOM assistance as appropriate.

2. Conduct assessment events and collect assessment data in accordance with event data collection plans.

3. Report assessment event data and results to USJFCOM and EAs as appropriate.

(h) USCINCJFCOM. Designated by the Secretary of Defense as the EA for conducting joint warfighting experimentation.

1. Conduct joint concept and capabilities experiments within the CJCS program to implement *Joint Vision* and future *Joint Visions*.

2. Through the Alliance of all Service battle labs, develop voluntary formats, definitions, methods, and metrics for the assessment of experiments and the reporting of the results.

3. Critically develop, refine, assess, and recommend to the Chairman and the Joint Chiefs of Staff the most promising joint concepts and capabilities for experimentation and further assessment.

4. Plan, design, prepare, conduct, and assess a program of joint assessments and warfighting experiments in coordination with CINCs and Services.

5. Develop standardized assessment criteria, data collection plans, metrics, and conduct individual event analyses through cooperation with experiment sponsors.

6. Submit the necessary Joint DOTMLPF Change Recommendation Packages documentation and the results of joint experiments to the CJCS through the Joint DOTMLPF Co-Evolution/ Integration and Implementation Process as outlined in Appendix E.

7. Through cooperation with the joint training community, develop voluntary standards, definitions, formats, and metrics for the assessment of exercises in support of experimentation and the reporting of results.

8. Support the Joint Staff EAs and JWCAs in collaboration with CINCs, Services, and Defense agencies to identify, develop, and refine 21st Century Challenges and DOCs.

9. In collaboration with the joint community (EAs, CINCs, Services and Defense agencies) develop the joint experimentation

process and applicable JE CPLANs. Integrate into the JE CPLAN, a broad plan encompassing a multiyear process of joint operational concept development and experimentation for DOD.

10. Sponsor the semiannual SecDef and CJCS conference on joint experimentation in coordination with the DJS.

(5) Roles and Responsibilities of the Services

(a) Retain title 10, USC, (reference a) responsibilities to organize, train, and equip forces and retain primary responsibility to develop Service warfighting concepts.

(b) Conduct experimentation within core competencies to include land, aerospace, sea, expeditionary, and special operations roles. As necessary, conduct unilateral or multi-Service experimentation in support of USJFCOM joint experimentation leveraged efforts.

(c) Support the *Joint Vision* Implementation Process in assisting with joint experimentations and assessments as appropriate.

(d) Participate in development and coordination of operational concepts, 21st Century Challenges, DOCs, and candidate assessment events.

(e) Support the DOTMLPF Integration Team with a permanent GO/FO and working group representative. Designate a Service office of primary responsibility (OPR) for *Joint Vision* implementation.

(f) Participate in the Joint DOTMLPF Co-Evolution/ Integration and Implementation Process as outlined in Appendix E.

(g) Participate in the *Joint Vision* Implementation Rhythm events as outlined in paragraph 3.b.

(h) With CJCS concurrence, sponsor *Joint Vision* assessment events.

1. Assist in development of assessment data collection plans with EA and USJFCOM assistance as appropriate.

2. Conduct assessment events and collect assessment data in accordance with event data collection plans.

3. Report assessment event data and results to USJFCOM and EAs as appropriate.

(6) Roles and Responsibilities of Defense Agencies

(a) Participate in development and coordination of operational concepts, 21st Century Challenges, DOCs, and candidate assessment events.

(b) Participate in the Joint DOTMLPF Co-Evolution/ Integration and Implementation process as outlined in Appendix E.

(c) Sponsor *Joint Vision* assessment events. These assessment events may be preexisting events or new initiatives.

1. Assist in development of assessment data collection plans with EA and USJFCOM assistance as appropriate.

2. Conduct assessment events and collect assessment data in accordance with event data collection plans.

3. Report assessment event data and results to USJFCOM and EAs as appropriate.

(7) Roles and Responsibilities of Office of the Secretary of Defense (OSD)

(a) The Assistant Secretary of Defense for Strategy and Threat Reduction (ASD(S&TR)) will monitor USJFCOM's exploration of joint warfighting concepts and capabilities on behalf of the Secretary of Defense and will arrange periodic reviews of selected activities by the DRB, acting in its RMA oversight role.

(b) Provides direction, resource oversight, and resources through the Defense Planning Guidance (DPG); Planning, Programming and Budgeting System (PPBS) actions; DOD directives; and other processes or media.

(c) Ensures *Joint Vision* linkages are established and maintained to the DOD transformation process, RMA exploration, Revolution in Business Affairs (RBA), Joint Warfighting Science and Technology Plan (JWSTP), and other similar initiatives.

(d) Publishes an annual JWSTP containing road maps for achieving Joint Warfighting Capability Objectives (JWCO) that are critical

to maintaining the technological superiority of US Armed Forces. The road maps will identify specific technology advances to be developed or demonstrated, and the anticipated availability date of the technology.

(e) Investigates throughout the United States (and abroad where possible), relevant research and development efforts accomplished within other government agencies and industry.

(f) Participates in the concept and capabilities development process and assessments conducted by the EA teams.

(g) Participates in the Joint DOTMLPF Co-Evolution/ Integration and Implementation Process as outlined in Appendix E.

4. Resourcing Implementation

a. PPBS. The PPBS is the primary means to obtain resources for implementing the approved joint DOTMLPF recommendations resulting from joint experimentation and assessment. A description of the PPBS is contained in CJCSI 8501.01 (reference i).

b. Overview. The CJCS has the responsibility to provide SecDef with advice and assistance in the development of written policy guidance in preparation for the review of program recommendations and budget proposals of the DOD components. CJCS employs the JROC/JWCA process and inputs from the CINCs and Service Chiefs to fulfill these statutory responsibilities and influence programming and budget guidance to develop joint resource recommendations. Concurrently, CJCS employs the combatant commands to effect continual influence in the decision making process during the DOD PPBS activities.

c. Planning. The DPG is the Secretary's principal planning and programming document. It reflects the strategic judgments, planning assumptions, economic constraints and management priorities to be used by the Services and other Defense agencies in preparing POMs. The Secretary can include joint experimentation and assessment results in the DPG or the results can be incorporated as a result of inputs from the JPD and the CPR. CINCs provide an input to both the JPD and CPR. The JPD contains advice on the planning and broad programmatic priorities for US Armed Forces over the FYDP. The CPR focuses on enhancing joint readiness and warfighting requirements, and provides CJCS' personal programming and budgeting recommendations to SecDef. The CINCs and JWCA teams identify deficiencies and strengths in joint warfighting capabilities and make programmatic recommendations for more effective resource allocations. Once approved by the JROC, the

JWCA assessments are used to assist CJCS in the development of the CPR. Using this process, joint DOTMLPF recommendations will be vetted through the JROC process, and if approved, will be considered as input to the CPR that will shape the DPG to include joint experimentation and assessment results. In coordination with the other CINCs, USJFCOM's role in the planning process is to provide joint experimentation opportunities input into the JPD and CPR. USJFCOM can use this venue to address joint experimentation results in the PPBS.

d. Programming. During the programming phase, the Services and other Defense agencies will develop their POMs based upon the DPG. As with the planning phase, there are several means for the Joint Staff and CINCs' to influence DOD programming. One means at a CINCs disposal is the Integrated Priority List (IPL). IPLs are submitted to the SecDef, and are used to identify areas that the CINC's believe require priority attention during program development. Additionally, the JWCAs perform assessments of the POMs to determine if they support the capabilities required to achieve the National Military Strategy and *Joint Vision*. Once approved by the JROC, these JWCA assessments are used to assist CJCS in the development of the CPA. The CPA is used to influence OSD's Program Decision Memorandum prior to the Budget Estimate Submission (BES). USJFCOM will provide the CJCS with joint warfighting requirements based upon joint DOTMLPF recommendations. The CJCS will then include these recommendations in his CPR to the SEC DEF for inclusion in the DPG. The CJCS will also use USJFCOM's recommendations when developing his CPR to influence Service POMs. If deemed appropriate, CINCs can use their IPL to highlight promising joint warfighting capabilities resulting from joint experimentation.

e. Budgeting. The budgeting phase establishes the final estimated costs for the DOD part of the President's budget. OSD/OMB conduct hearings and review the BES. Recommendations for budget adjustments are made to DepSecDef, and if approved, the decisions are transmitted by Program Budget Decisions (PBDs). The Joint Staff and CINCs will receive all PBDs for review, and will analyze them for joint warfighting impact. USJFCOM will also review PBDs for joint experimentation impact.

f. Summary. The PPBS will be used to resource the approved joint DOTMLPF recommendations resulting from joint experimentation and assessment. As briefly described above, there are a variety of avenues available to CINCs and the Joint Staff to influence the budget to resource those joint warfighting capabilities needed to achieve the joint force of the future.

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APPENDIX A TO ENCLOSURE A

21st CENTURY CHALLENGES

Concept	**21st Century Challenge**
Full-Spectrum Dominance	Joint Command and Control Unified Action Shape the Environment
Information Superiority	Information Transport and Processing Information Gain and Exploitation Information Operations
Dominant Maneuver	Decisive Combat Operations Crisis Stabilization Rapid Joint Force Projection Battlespace Control
Precision Engagement	Generating Precision Effects Integrating Precision Effects
Full-Dimensional Protection	Countering Air and Missile Threats Combating Terrorism Combat Identification
Focused Logistics	Information Fusion Joint Deployment/Rapid Distribution Force Health Protection Agile Infrastructure Multinational Logistics Joint Theater Logistics Management

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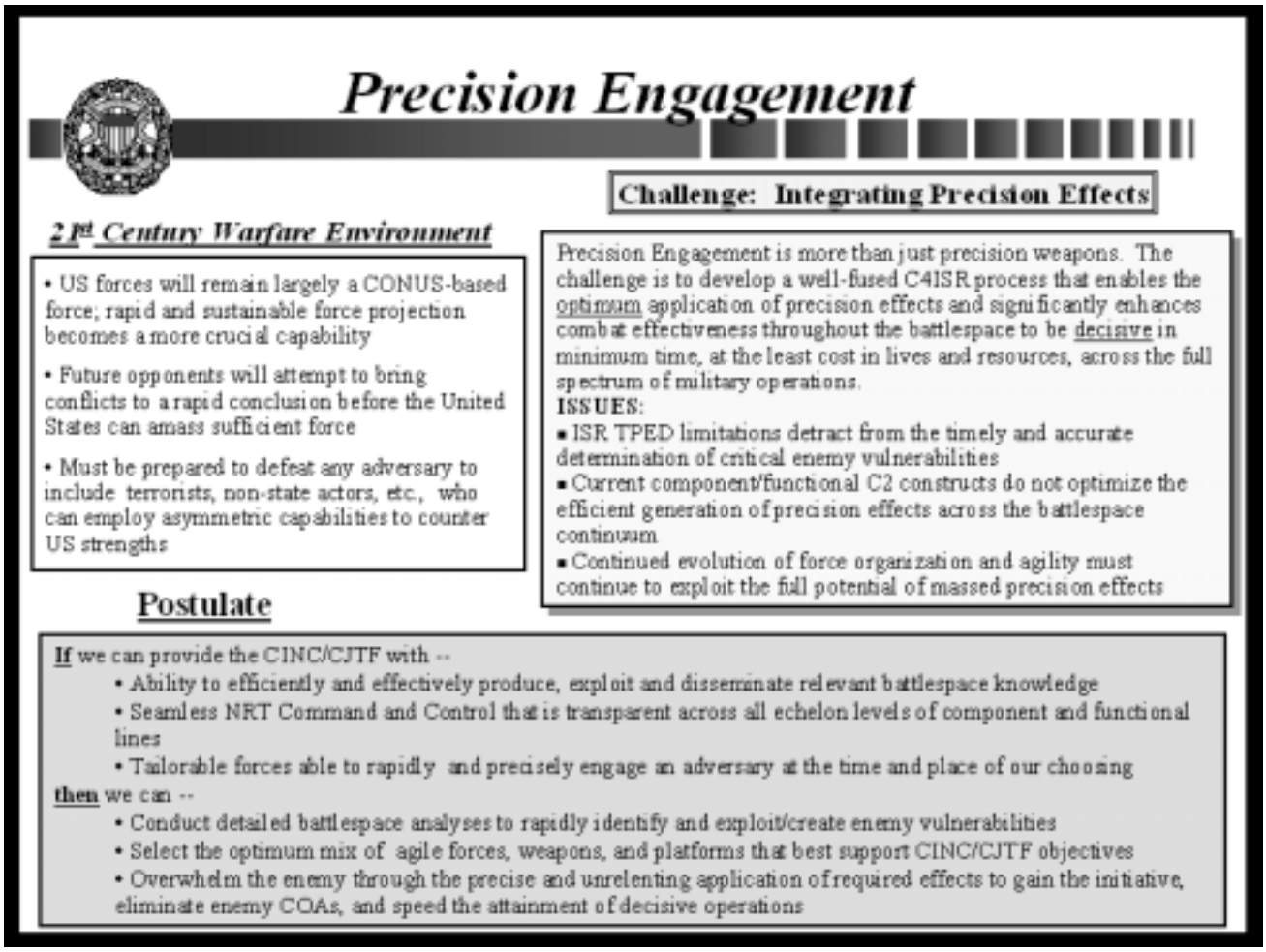
APPENDIX B TO ENCLOSURE A

SAMPLE 21st CENTURY CHALLENGE

(ILLUSTRATIVE ONLY)



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APPENDIX C TO ENCLOSURE A

DESIRED OPERATIONAL CAPABILITIES (DOCs)

These DOCs are constantly under review and are provided for information.

Command and Control DOCs

1.	CC-01	Situational Awareness
2.	CC-02/03	Experience and Judgment
3.	CC-05	Make Sound Decisions
4.	CC-07/04	Direct Military Action
5.	CC-09	Achieve Unity of Effort
6.	CC-10	Supervise Execution
7.	CC-11	Prepare Plans and Orders
8.	CC-12	Organize Headquarters and Force
9.	CC-13	Prioritize and Allocate Resources

Dominant Maneuver DOC

10.	DM-03	Ability to Rapidly Integrate Forces Arriving in a Joint and Multi-national Operations Area
11.	DM-04	Ability to Rapidly and Seamlessly Posture Forces to Enable Rapid Attainment of Military Objectives
12.	DM-05	Achieve and Preserve Battlespace Control in Support of the Full Spectrum of Operations
13.	DM-07	Forces Generate Overmatching Lethal and/or Nonlethal Effects
14.	DM-24	Synchronize Employment of Forces Throughout the Battlespace to Achieve Desired Effects
15.	DM-29	Provide Short Notice Global Maneuver and Attack Capability
16.	DM-58	Air and Space Control and Superiority
17.	DM-59	Achieve and Preserve Subsurface Maritime Control and Superiority
18.	DM-60	Seize and Hold Deep Military Objectives

Full-Dimensional Protection DOCs

19.	FDP-02	Single Integrated Air Picture (SIAP)
20.	FDP-03	Early Detection, Identification and Dissemination of Air and Missile Threats
21.	FDP-04	Early Engagement of Air and Missile Threats
22.	FDP-05	Deter Terrorist Incidents
23.	FDP-06	Employ Terrorist Countermeasures
24.	FDP-07	Mitigate Effects of Terrorist Attacks
25.	FDP-08	Recover from Terrorist Attacks and Continue Operations
26.	FDP-09	Detect Entities in the Combatant's AOR
27.	FDP-10	Locate Entities in the Combatant's AOR
28.	FDP-11	Identify and Characterize Entities in the Combatant's AOR
29.	FDP-12	Provide All-Source, Fused Positive Identification Throughout the Combatant's AOR
30.	FDP-13	Maintain Continuous Combat Identification

Focused Logistics DOCs

31.	FL-01	Provide Unimpeded Access to Operational and Logistics Information for All Who Need It
32.	FL-04	Provide Timely and Accurate Enhanced Asset Visibility, Control, and Management
33.	FL-05	Provide Fully Enabled Mobility System to Optimize Rapid Joint Projection, Delivery and Hand-Off of Forces and Sustainment Assets Worldwide
34.	FL-06	Deployment and Distribution of the Required Forces and Sustainment at the Place and Time Required
35.	FL-07	Support Rapid Force Maneuver Within the Joint Operations Area
36.	FL-08	Protect Forces From All Health Threats Across the Full Spectrum of Conflict
37.	FL-17	Provide Effective, Efficient and Responsive Infrastructure and Logistics Support to Meet CINC/Warfighter Operational Requirements
38.	FL-20	Capability to Synchronize, Prioritize, Direct, Integrate and Coordinate Common User and Cross-Service Logistics Functions
39.	FL-33	Tailor Units to Provide Essential Care in Theater and Enhanced Care During Evacuation to Definitive Care
40.	FL-35	Optimize Logistical Operations Across and Between All Echelons, Coalitions, and Host Nations.
41.	FL-36	Provide Effective, Efficient, Responsive, Tailored Engineer Support to Meet CINC/Warfighter Operational Requirements and Timeframes.

Information Superiority --- Information Transport and Processing DOCs

42.	ITP-01	Assurance
43.	ITP-02	Capacity
44.	ITP-03	Interoperability
45.	ITP-04	Information Management

Information Superiority -- Information Gain and Exploitation DOCs

46.	IGE-01	Fused Assessment and Battlespace Visualization
47.	IGE-02	Integrated, Collaborative Collection Management
48.	IGE-03	Identification of Friendly, Adversary and Neutral Forces and Noncombatants
49.	IGE-04	Real-Time Battlespace Awareness
50.	IGE-05	Provide Comprehensive Battlespace Awareness to Support the Full Range of Military Operations

Information Superiority -- Information Operations DOCs

51.	IO-01	Affect Adversary Ability to Observe the Battlespace
52.	IO-02	Affect Adversary Ability to Command and Control Forces
53.	IO-03	Affect the Effectiveness of Adversary Forces
54.	IO-04	Affect Adversary Ability to Support Forces
55.	IO-05	Affect Critical Adversary Civilian Infrastructure
56.	IO-06	Protect Friendly Ability to Observe the Battlespace
57.	IO-07	Protect Friendly Ability to Command and Control Forces
58.	IO-08	Protect the Effectiveness of Friendly Forces
59.	IO-09	Protect Friendly Ability to Support Forces
60.	IO-10	Protect Friendly Civilian Information Infrastructure

Precision Engagement DOCs

61.	PE-01	Conduct Battlespace Analysis
62.	PE-02	Relevant Force Location and Status
63.	PE-03	Integrated Battlespace Picture
64.	PE-04	Identify, Prioritize, and Command/Control Effects Against Battlespace Objectives/Targets
65.	PE-05	Tailorable Force Packages
66.	PE-06	Minimize and/or Control Collateral Damage
67.	PE-07	Time Sensitive Targeting
68.	PE-08	Fratricide Prevention
69.	PE-09	Defeat Threat Protective Systems
70.	PE-10	Integrate Battlespace Fire and Maneuver
71.	PE-11	Fused Battlespace Sustainment
72.	PE-12	Precision Force Protection
73.	PE-13	Extended Range Engagement

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APPENDIX D TO ENCLOSURE A

DOMINANT MANEUVER DOC

DOC Number: DM-03	**Title:** Ability to rapidly integrate forces arriving in a joint and multinational operations area **Subsumes**: DM-17, DM-20 & DM-31
DOC Description: Capability to efficiently and effectively receive, stage, conduct onward movement, and integrate incoming forces into the theater force package (including multinational forces, PVOs, IOs, NGOs). This capability enables land, sea, air, and space forces to rapidly extract and relocate for subsequence reengagement elsewhere or redeployment. **2010 Differences:** • Better information, (timely, accurate, complete, total force visibility) • Better coordination processes • Improved intratheater lift capability • Increasing emphasis in multinational operations • Greater requirement to conduct operations in urban environment	
CA Sponsor: Dominant Maneuver **Organization:** Joint Staff/ J-8 **Org Tele (DSN):** 225-4657, **Com:** (703) 695-4657 **E-Mail Address:** thorntfb@js.pentagon.mil or bonnetjc@js.pentagon.mil **Fax Number:** (703) 695-8031, DSN 225-8031	
Applicable Challenges: Crisis Stabilization, Decisive Combat Operations, Battlespace Control	
Core Task(s): Circle/UNDERLINE: Dominant Battlespace Awareness; ***Command and Control***; Mobility; Maneuver; Precision Effects; Sustainment; Protection.	
Subordinate Task(s): • Determine force closure • Synchronize force arrival • Conduct RSOI • Conduct intratheater movement • Provide C4ISR • Integrate multinational forces • Integrate RC forces • Integrate interagency players, e.g., Integrate PVO /NGO /IO • Conduct joint training and exercises • Force protection, upon arrival and while staged, from mines, missiles and submarines	
Related DOCs: **Includes:** • DM-17 • DM-20 • DM-31	
UJTL Ref No: OP 1.1.2	**Description:** Conduct intra-theater deployment & redeployment
UJTL Ref No: OP 1.1.3	**Description:** Conduct TOA/JOA RSOI
UJTL Ref No: OP 1.2.2	**Description:** Posture joint forces for operational formations
Task Conditions: Across the spectrum of military operations, and in all-weather and environments	
Criteria for Measurement: • Rapid transition of forces for employment to accomplish assigned mission. • Measured by time required to be mission ready from time of arrival. • This includes time to configure for operations, time to train, or time to throughput forces and material from PODS to employment.	
Means: • Improved interoperability (TTPs, language, and equipment) – New doctrine and TTP – Advanced machine language translation tools – Improved equipment interoperability – Increased liaison capability • Improved strategic and Intra-theater mobility	

- New, automated planning tools and decision aids
- Enhanced battlespace awareness
- Advanced, tailored, interactive displays to aggregate and de-aggregate information to the user's needs, including informational glyphoids and polymorphic displays
  - Constant, assured, real-time and near real-time relevant information without irrelevant information
  - Interactive, real-time access to an extensive network of information resources
- Total asset visibility, including automated geolocation and status reporting
- Robust joint & combined training and exercise program

Most Demanding AOR, Mission, and Scenario for Assessment (and Rationale): All, each present unique challenges from MOOTW through MTW

Assessment Strategy:

- Studies (front end analysis to establish baseline)
- Seminars and conferences
- Exercises (joint, multinational, interagency)
- Demonstrations and experiments (ACTDs, ATDs, JWIDs)
- Wargames
- AWEs

Hypotheses:
If we can achieve rapid integration of arriving forces for the JFC, then we will be properly postured to engage across the full spectrum of military operations.

Other Affected *JV 2010* Coordinating Authorities: (DM, PE, FL, FDP, IS, TI, or FSD/Joint C2)

Other CA Address: Telephone (DSN): Comm: E-Mail: Fax:	Other CA Address: Telephone (DSN): Comm: E-Mail: Fax:

Remarks:

- Key Words:
  - Battlespace awareness
  - Deployment/redeployment
  - Dominating maneuver
  - Inter- and intratheater lift
  - Interoperability
  - Machine/automated translation tools
  - Multinational operations
  - Planning/decision aids/tools
  - Positioning/repositioning
  - Reception, staging, onward movement, integration (RSOI)

APPENDIX E TO ENCLOSURE A

JOINT DOTMLPF CO-EVOLUTION/INTEGRATION AND IMPLEMENTATION PROCESS WALKTHROUGH

This Appendix has been superseded by CJCSI 3180.01, "Joint Requirements Oversight Council (JROC) Programmatic Processes for Joint Experimentation and Joint Resource Change Recommendations," dated 31 October 2002

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ENCLOSURE B

REFERENCES

a. Title 10, United States Code, Chapter 5, Armed Forces

b. DOD Directive 5000.1, Change 1, 4 January 2001, "Defense Acquisition"

c. DOD Regulation 5000.2, Change 1, 4 January 2001, "Operation of the Defense Acquisition System"

d. USD(AT&L) Memorandum, 4 January 2001, "Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs"

e. *Joint Vision 2020*, June 2000

f. CJCSI 3137.01A, 22 January 1999, "The Joint Warfighting Capabilities Assessment Process"

g. CJCSI 3170.01A, 10 August 1999, "Requirements Generation System"

h. CJCSI 5123.01, 2 May 1997, "Charter of the Joint Requirements Oversight Council"

i. CJCSI 8501.01, 1 April 1999, "Chairman of the Joint Chiefs of Staff, Commanders in Chief of the Combatant Commands, and Joint Staff Participating in the Planning, Programming, and Budgeting System"

j. CJCS Memorandum, Subject: "Joint Requirements Oversight (JROC) Guidance," 4 April 2000

k. CJCS Memorandum, Subject: "Joint Mission Areas to Organize the Joint Operational Architecture," 6 September 2000

l. US Joint Forces Command Joint Warfighting Experimentation Charter, 15 May 1998

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GLOSSARY

PART I -- ABBREVIATIONS AND ACRONYMS

ACTD	Advanced Concept Technology Demonstration
AIS	Automated Information Systems
ATD	Advanced Technology Demonstration
AWE	Advanced Warfighting Experiment
BCA	Baseline Collective Assessment
C2	Command and Control
CA	Coordinating Authority
CFA	CINC field assessment
CFJO	Concept for Future Joint Operations
CG	Chairman's Guidance
CINC	commander in chief
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COTS	Commercial Off The Shelf
CPA	Chairman's Program Assessment
CPR	Chairman's Program Recommendation
CPX	command post exercise
CRD	Capstone Requirements Document
DARO	Defense Airborne Reconnaissance Office
DEPOPSDEP	Deputy Operations Deputy
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DJS	Director, Joint Staff
DJ-1	Director for Manpower and Personnel
DJ-2	Director for Intelligence
DJ-3	Director for Operations
DJ-4	Director for Logistics
DJ-5	Director for Strategic Plans and Policy
DJ-6	Director for Command, Control, Communications and Computer Systems
DJ-7	Director for Operational Plans and Joint Force Development
DJ-8	Director for Force Structure, Resources, and Assessment
DLA	Defense Logistics Agency
DM	Dominant Maneuver

DOC	desired operational capability
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, People, and Facilities
DOD	Department of Defense
DPAG	Defense Planning Advisory Group
DPG	Defense Planning Guidance
DRB	Defense Resources Board
DTRA	Defense Threat Reduction Agency
EA	executive agent
FDP	full dimensional protection
FL	Focused Logistics
FLOW	Focused Logistics Wargames
FPO	Functional Process Owners, Joint DOTMLPF
FSD	full-spectrum dominance
FTX	field training exercise
GIG	Global Information Grid
GO/FO	general officer/flag officer
IA	Interagency
IGE	Information Gain and Exploitation
IO	Information Operations
IPT	Integrated Process Team
IS	Information Superiority
ISR PED	Intelligence, Surveillance, and Reconnaissance Processing, Exploitation, and Dissemination
ISX	Information Superiority Experiment
JCS	Joint Chiefs of Staff
JDWP	Joint Doctrine Working Party
JIMP	*Joint Vision* Implementation Master Plan
JIPT	Joint Integrated Process Team
JMA	joint mission area
JOA	Joint Operational Architecture
JOPES	Joint Operation Planning and Execution System
JPD	Joint Planning Document
JPME	Joint Professional Military Education
JRB	Joint Requirements Board
JRD	Joint Requirements Document
JROC	Joint Requirements Oversight Council
JS	Joint Staff
JSPS	Joint Strategic Planning System
JSR	Joint Strategy Review

JT&E	Joint Test and Evaluation
JTTP	Joint Tactics, Techniques, and Procedures
JV 2010	*Joint Vision 2010*
JV 2020	*Joint Vision 2020*
JVIC	Joint Vision Integration Cell
JWCA	Joint Warfighting Capabilities Assessment
JWCO	Joint Warfighting Capability Objective
JWE	Joint Warfighting Experiment
JWEBL	Joint Warfighting Experimentation Battle Lab
JWFC	Joint Warfighting Center
JWID	Joint Warrior Interoperability Demonstration
JWSTP	Joint Warfighting Science and Technology Plan
L&LW	Land and Littoral Warfare
M&A	modeling and simulation
MAA	Mission Area Analysis
MAP	Mission Area Plan
MCCDC	Marine Corps Combat Development Command
MDAPs	Major Defense Acquisition Programs
MECC	Military Education Coordination Conference
MI	Multinational and Interagency
MNA	Mission Need Assessments
MNS	Mission Need Statement
MOOTW	Military Operations Other Than War
NIMA	National Imagery and Mapping Agency
NMS	National Military Strategy
NRO	National Reconnaissance Office
NRT	Near Real Time
NSA	National Security Agency
NSS	National Security Strategy
OC	Operational Capabilities
OPSDEPS	Operations Deputies
ORDS	Operational Requirements Documents
OSD	Office of the Secretary of Defense
PE	Precision Engagement
POC	Point of Contact
POM	Program Objective Memorandum
PPBS	Planning, Programming and Budgeting System
QDR	Quadrennial Defense Review

RGS	Requirements Generation System
RMA	Revolution in Military Affairs
SASS	Sea-Air-Space Superiority
SecDef	Secretary of Defense
SIAP	Single Integrated Air Picture
TI	Technological Innovation
TRADOC	Training and Doctrine Command
USCINCJFCOM	Commander in Chief, US Joint Forces Command
USJFCOM	US Joint Forces Command
VCJCS	Vice Chairman of the Joint Chiefs of Staff
WMD	weapons of mass destruction

PART II -- TERMS AND DEFINITIONS

Advanced Concept Technology Demonstration (ACTD). A demonstration of mature technology designed to bring technologists and operators together early in system development. ACTDs have three principle objectives: to gain an operator's understanding and evaluation of the military utility of new technology applications before committing to acquisition; to develop corresponding operational concepts and doctrine that take full advantage of the new capability; and to leave new residual capabilities with combatant forces.

assessment. *Joint Vision* assessment is a process to define, evaluate, and demonstrate those operational concepts necessary to meet required joint capabilities. This process will explore concepts that address Challenges and DOCs to identify the Joint DOTMLPF Change Recommendation Packages necessary to create the future force. Assessments are a collaborative effort among USJFCOM and its Joint Experimentation Program, Services, other CINCs, Defense agencies, and the Joint Staff.

Baseline Collective Assessment (BCA). USJFCOM conducts a BCA to establish a baseline of concept development and experimentation activity as part of its foundational research for each concept. It will analyze agencies and associated projects applicable to the concept to draft an experimentation strategy. The BCA is a first step towards synchronizing DOD experimentation activity and gaining synergy from cataloging activities and opening dialog between agencies working on similar concepts and capabilities.

Campaign Plan. The structure of the USJFCOM Experimentation Program is defined in a Campaign Plan published annually. Outlines the objectives of the Joint Experimentation Program, the methods and events to be used to achieve those objectives, and the resources (funding, personnel, equipment, facilities, etc.) necessary for supporting the required events. Will provide a prioritized multiyear schedule of experimentation events to support planning, coordination, and resource allocation.

Capstone concept. The Capstone concept provides the next level of resolution below the CJCS *Joint Vision*. It amplifies the *Vision's* key ideas to provide a more detailed foundation for follow-on joint experimentation. Its focus is on the employment of joint forces in missions across the full range of military operations. The Capstone concept provides the framework that describes the relationships and

integration of individual operational concepts and operational architectures and assists in structuring joint experimentation and assessment activities.

co-evolution. The development of a concept through the exploitation of the interaction between the seven critical considerations of: joint doctrine, agile organizations, joint training, enhanced materiel, innovative leadership and education, high-quality people, and joint facilities. The interaction and synergy of these considerations as applied to a concept and as used to develop that concept define co-evolution.

command and control (C2). The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Also called C2.

concept. A notion or statement of an idea expressing how something might be done or accomplished, that may lead to an accepted procedure.

concept development. The process by which a concept's ideas are explained to a degree of detail that permits them to be explored through experiments and other assessment events.

Concept Report. USJFCOM summarizes the changes in its concepts and progress toward operationalizaton in this report. It is also the vehicle the USJFCOM uses to report most Joint DOTMLPF Change Recommendations.

critical considerations. The seven elements of change identified in *Joint Vision*: joint doctrine, agile organizations, joint training, enhanced materiel, innovative leadership and education, and high quality people plus the additional element of facilities (DOTMLPF).

desired operational capability (DOC). A concept-based statement of the ways and means to satisfy a joint force commander's capability requirements. A fully articulated DOC identifies subordinate tasks, associated conditions, and criteria for measurement.

dominate maneuver (DM). The multidimensional application of information, engagement, and mobility capabilities to position and employ widely dispersed joint air, land, sea, and space forces to accomplish the assigned operational tasks.

Event Sponsor. That OSD, CINC, Service, or Agency providing the opportunity to conduct *Joint Vision* assessments; the event "owner." On rare occasions, when no CINC, Service, or Agency event exists to satisfy an EA requirement, the EA may develop and sponsor an event.

executive agent (EA). A Joint Staff director assigned responsibility for coordinating specific *Joint Vision* functions or activities focused on a particular *Joint Vision* operational concept or enabler. Designation as an EA grants authority as designated in the document for specific responsibilities as outlined. EAs refer unresolved matters to the Chairman, Joint Chiefs of Staff. Each individual has latitude to task organize and develop appropriate relationships unique to each functional area.

experimentation. An iterative process of collecting, developing, and exploring concepts to identify and recommend better value-added solutions for changes to DOTMLPF required to achieve significant advances in future joint operational capabilities.

experimentation strategy. This strategy describes the joint capabilities to be developed from joint operational concepts during experimentation to sufficiently stress the hypothesis developed in the white paper. It also explains the required experimentation activity and expected outcomes over time. The strategy incorporates multiple events; synchronized to explore fully the desired capabilities described in the concept. It synchronizes the iterative process of addressing concept objectives and questions to derive insights from experimentation activity.

focused logistics (FL). The ability to provide the joint forces the right personnel, equipment, and supplies in the right place at the right time, and in the right quantity, across the full range of military operations. This will be made possible through a real-time, web-based information system providing total asset visibility as part of a common relevant operational picture, effectively linking the operator and logistician across Services and support agencies. Through transformational innovations to organizations and processes, Focused Logistics will provide the joint warfighter with support for all functions.

full-dimensional protection (FDP). The multilayered offensive and defensive capability to protect our forces and facilities at all levels from adversary attacks while maintaining freedom of action during deployment, maneuver, and engagement.

full spectrum dominance (FSD). Each of the new operational concepts (dominant maneuver, precision engagement, full-dimensional protection,

and focused logistics) will reinforce the others to achieve massed effects in warfare from more dispersed forces. Taken together, these four concepts will enable us to dominate the full range of military operations from humanitarian assistance, through peace operations, up to and including the highest intensity conflict.

functional concept. A functional concept amplifies a particular function (such as theater missile defense) or describes how to employ a system or conduct a task (such as attack of critical mobile targets). Functional concepts rely on integrating concepts for their operational context. A functional concept may be specific to a particular integrating concept, or it may apply more broadly to multiple integrating concepts. Individual functional concepts provide the detail required for specific experiments.

functional process owners (FPO). JS directorates that have the responsibility for the joint DOTMLPF-selected 'joint processes,' as outlined on page A-20 of the JIMP (i.e., joint doctrine process is the J-7 directorate's responsibility).

hypothesis. An unproved theory, proposition, or supposition that provides a basis for further investigation and experimentation.

implementation. The process for developing *Joint Vision* capabilities. Implementation includes *Joint Vision* concept development, experimentation and assessment, and integration and implementation.

information operations (IO). Actions taken to affect adversary information and information systems while defending one's own information and information systems.

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

integrating concept. This amplifies a key area of the capstone concept to provide a more detailed operational-level perspective for joint experimentation. It describes how a joint force commander integrates functional concepts and capabilities within a broad operational mission. Integrating concepts typically focus on forces and functions rather than on specific systems. A number of integrating concepts will likely be required to adequately amplify the capstone concept across the full range of military operations. Revolutionary integrating concepts could amplify specific RMA areas.

Joint Vision Assessment Event. Any selected CJCS, CINC, Service, or Agency event that can be used to investigate DOCs. Potential events include (but are not limited to): Joint Warfighting Experiments and Demonstrations, Information Superiority Experiments, Joint Exercises, Advanced Concept Technology Demonstrations, wargames, seminars, symposia, and studies.

joint experimentation. This effort defines, explores, and validates new joint warfighting concepts and capabilities via various forms of joint experimentation to identify the Joint DOTMLPF Change Recommendations to accomplish *Joint Vision* expectations. Changes identified by this process will be forwarded to the JROC for endorsement and recommendation to the JCS for approval. Further, it leverages existing and future experimentation programs of the Services, the CINCs of the other Unified Commands, and the various Defense Research and Development Agencies. It utilizes such venues as studies, wargames, experiments modeling and simulations, Advanced Technology Demonstrations (ATD), Advanced Concept Technology Demonstrations (ACTD), exercises, Service Advanced Warfighting Experiments (AWE), Joint Warfighting Experiments (JWE), Joint Warfighting Interoperability Demonstrations (JWID), Joint Test and Evaluation (JT&E), CINC field assessments, and private sector initiatives.

Joint Experimentation Campaign Plan XXXX (CPLAN). The CPLAN is the annual document prepared by U. S. Joint Forces Command and approved by the CJCS to provide an integrated strategy for implementing the *Joint Vision* and transforming the joint force to address the challenges of the Revolution in Military Affairs. The CPLAN will focus on capabilities and warfighting concepts at the operational level, with forays into the tactical and strategic levels.

joint mission area (JMA). A functional group of joint tasks and activities that share a common purpose and facilitate joint force operations and interoperability. Provides a logical way to organize the Joint Operational Architecture (JOA). Each JMA is made up of functional concepts, operational capabilities, aim point, and KPPs.

Joint Operational Architecture (JOA). Description of tasks and activities, operational elements, and information flows required to accomplish or support military operation... supported by information exchanges... in detail sufficient to ascertain specific interoperability requirements. Based on mission areas; incorporates doctrine; not generally systems-dependent; independent of technology; generic activity descriptions not based on current forces. Should clearly identify time phase(s) covered.

Joint Vision Integration Cell (JVIC). A Joint Staff-supported situation room focused on transformation decisions and information dissemination. The mission of the cell is to support CJCS decision-making by providing a 'single point' comprehensive visual display of related and linked initiatives associated with Joint Vision implementation. The long-term vision for the cell, through a spiral development approach, is to be a state-of-the-art management and decision-support tool for the Chairman to use in making transformational recommendations to the President and Secretary of Defense. Using the latest information technology, the JVIC will integrate diverse and rapidly changing transformation data and make it available to senior leadership in a unified and comprehensible manner. The leadership will use this information to assess and guide the transformation process.

operational concept. An end-to-end stream of activities that defines how force elements, systems, organizations, and tactics combine to accomplish a military task.

operational capabilities (OC). A military task, or functional grouping of military tasks, which provide a significant and key contribution to the realization of a Joint Mission Area (JMA). Individual OCs may be components of one, some, or all of the approved JMAs.

postulate. A concept-based "if-then" statement that relates *Joint Vision* concepts, the future environment, and DOCs to 21st Century Challenges.

precision engagement (PE). A system of systems that enables our forces to locate the objective or target, provide responsive command and control, generate the desired effect, assess our level of success, and retain the flexibility to reengage with precision when required.

21st Century Challenge. A security challenge relevant to the future environment that serves as the compelling rationale for investigating DOCs. A challenge consists of a statement of the issue, a description of the future environment, and a postulate that describes the 2020 differences.

White Paper. The white paper is the principal tangible product of concept development and describes the concept in sufficient detail for experimentation. It describes the desired capabilities necessary to implement the concept. The white paper states the concept's hypothesis for assessment through experimentation. It contains a fully developed operational concept and an associated experimentation strategy. The JWEBL publishes white papers in serial editions. The 0.5 version is a

product of basic research. Concepts ready for experimentation have a 1.0 version, with higher numbers showing the continued refinement of the concept.

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