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CJCSI 3100.01E
21 May 2021

**JOINT STRATEGIC PLANNING
SYSTEM**



JOINT STAFF
WASHINGTON, D.C. 20318

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-5
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JOINT STRATEGIC PLANNING SYSTEM

References: See Enclosure J

1. Purpose. This instruction provides policy and direction from the Chairman of the Joint Chiefs of Staff (CJCS) on the execution of the Joint Strategic Planning System (JSPS). The JSPS is the method by which the Chairman fulfills statutory responsibilities under Title 10, U.S. Code, maintains a global perspective, leverages strategic opportunities, translates strategy into outcomes, and develops military advice for the Secretary of Defense (SecDef) and the President.

a. Section 153 of Title 10, U.S. Code requires the Chairman to perform six primary functions to assist the President and the SecDef with planning, advice, and policy formulation: (1) provide strategic direction for the Armed Forces; (2) conduct strategic and contingency planning; (3) assess comprehensive joint readiness; (4) foster joint capability development; (5) manage Joint Force development; and (6) advise on global military integration (reference a).

b. The Joint Staff assists the Chairman with developing the products and executing the processes described in this instruction.

c. The JSPS supports the Chairman's interactions with the President, Congress, SecDef, Joint Force, Services, National Guard Bureau (NGB), and Combatant Commands (CCMDs).

2. Superseded/Canceled. CJCS Instruction (CJCSI) 3100.01D, "Joint Strategic Planning System," 20 July 2018, is hereby superseded. CJCSI 3050.01, "Implementing Global Integration," 31 December 2018, is hereby canceled.

3. Applicability. This instruction applies to the Joint Staff, Services, NGB, and CCMDs.

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4. Policy. Sections 113, 151, 153, 161, 163, 164, 181, and 482 of Title 10, U.S. Code provide the foundation for this instruction. Section 151 designates the Chairman as the principal military adviser to the President, the National Security Council, the Homeland Security Council, and the SecDef. Section 153 outlines the Chairman's functions, and directs the Chairman to publish the National Military Strategy (NMS), prepare an annual risk assessment of the NMS, and submit an Annual Report on Combatant Command Requirements (ARCCR) to the congressional defense committees. Section 113 identifies specific areas in which the Chairman's advice supports the SecDef. Sections 161, 163, and 164 outline the Chairman's advice, communication, and potential oversight roles with respect to the CCMDs. Section 181 establishes the Joint Requirements Oversight Council (JROC) to assist the Chairman in joint capability development responsibilities. Section 482 establishes requirements for readiness reports. Department of Defense Directive (DoDD) 5100.01, Change 1, dated 17 September 2020, provides additional guidance for the functions of the Joint Chiefs of Staff.

5. Definitions. See Glossary.

6. References. Throughout the instruction, citations appearing in the text are for references that are listed in Part I of Enclosure J. Part II of Enclosure J lists supplementary documents that provide additional context and background information. These supplementary documents are also noted at the end of each enclosure, as applicable.

7. Responsibilities. This instruction describes the JSPS and assigns responsibilities.

8. Summary of Changes. CJCSI 3100.01D instituted significant changes. These changes included the introduction of global integration as the foundation of all JSPS processes and products, and the introduction of the Joint Military Net Assessment (JMNA), Joint Strategic Campaign Plan (JSCP), and Global Campaign Plans (GCPs). Additionally, the 2018 JSPS instruction highlighted the increasingly important roles that concepts, doctrine, education, and training play in shaping the future globally integrated Joint Force. The JSPS is subject to continuous process improvement; the Joint Staff, in coordination with the Joint Force, will identify opportunities to improve the efficiency of the assessments process, increase responsiveness from concepts, to capabilities, to acquisitions, and leverage advances in data analytics. This revised instruction builds upon the 2018 instruction as follows:

a. Discusses the JSPS in the framework of the Continuum of Strategic Direction with the three horizons of Force Employment, Force Development, and Force Design.

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- b. Introduces prioritization frameworks.
 - c. Introduces and explains the Consolidated Strategic Opportunities Development (CSOD) process.
 - d. Introduces and explains the Global Integration Framework (GIF) and its associated review process.
 - e. Clarifies the relationship between concepts and capabilities, and introduces the Joint Force Integration Cell (JFIC).
 - f. Introduces the Capability Portfolio Management Reviews (CPMRs) to provide options to optimize capability investments in priority gap areas.
 - g. Introduces the Joint Risk Analysis Methodology (JRAM).
 - h. Clarifies the concept of Comprehensive Joint Readiness.
 - i. Clarifies the roles of published and unpublished Joint Staff estimates and assessments, introduces examples of published Joint Staff estimates and assessments, and describes the timeline and relationships between assessments.
9. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. Department of Defense (DoD) Components (to include the CCMDs), other Federal agencies and departments, and the public may obtain copies of this directive through the Internet from the Chairman's Directives Electronic Library at <<https://www.jcs.mil/Library/>>. Joint Staff activities may obtain access via the SIPR directives Electronic Library Web sites.
10. Effective Date. This INSTRUCTION is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:



ANDREW P. POPPAS, LTG, USA
Director, Joint Staff

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Enclosures:

- A Introduction
- B Strategic Direction
- C Strategic and Contingency Planning
- D Comprehensive Joint Readiness
- E Joint Capability Development
- F Joint Force Development Activities
- G Global Military Integration
- H Linkages and Dependencies
- I Summary Tables of JSPS Elements
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ENCLOSURE A

INTRODUCTION

1. Military Environment. The crises and contingencies that the Joint Force faces today are transregional (cutting across multiple CCMDs), all domain (land, maritime, air, space, and cyberspace), and multi-functional (command and control, intelligence, fires, movement and maneuver, protection, sustainment, and information). Today's competitors and adversaries synchronize, integrate, and direct lethal operations and non-lethal elements of power with increasingly accelerated sophistication. Our competitors and adversaries will exploit the seams created by purely regional and functional approaches.

2. Global Integration. The challenging global operating environment requires the Chairman and the Joint Staff to employ an integrated global perspective, and provide strategic direction for Joint operations across all domains and regions to identify efficiencies and synergies, and to champion integration with allies, partners, and the interagency at the national-strategic level. To that end, the 2018 NMS defined global integration as the arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multi-functional challenges (reference b). Global integration is a top-down framework and iterative process aligned against three time horizons—Force Employment, Force Development, and Force Design. The objective of global integration is to integrate operations and resources globally and highlight force planning capabilities and tradeoffs to enable senior leader decision making in support of National Defense Strategy (NDS) objectives. In accordance with authoritative strategic guidance, global integration provides an organizing framework for all JSPS products and processes. See CJCS Manual (CJCSM) 3051.01, "Execution and Oversight of Global Integration" (to be published in 2021), for a detailed discussion of the deliberate, synchronized Joint Staff Battle Rhythm that supports this process.

3. Shared Understanding. Global integration requires a shared understanding of threats, hazards, risks, and Joint Force trade-offs. Strategic assessments provide the analytical foundation for this shared understanding. Essential assessments include the JMNA, discussed in Enclosure D, and the Chairman's Risk Assessment (CRA), discussed in Enclosure G. These assessments contribute to a wide-ranging, Comprehensive Joint Readiness analytical baseline, and thus guide the development of the Chairman's military advice on global posture, readiness, risk, and the balance of near-term resource decisions with modernization to maintain our competitive advantage. Enclosure D provides an overview of Comprehensive Joint Readiness.

4. Risk. The JRAM supports the assessment of risk in the CRA, consistent with Section 153(b)(2) of Title 10, U.S. Code. The JRAM is the primary JSPS method for identifying, assessing, and managing military strategic risks to U.S. interests, and military risks in executing the NMS (i.e., risks to the NMS mission areas), as aligned with the NDS. The JRAM centers on the *probability* and *consequence* of an event causing harm to something valued, expressed as risk (reference c). In this methodology, risk is differentiated from the drivers of risk (threats and hazards)—those factors which increase or decrease probability or consequence. The JRAM underpins the CRA and assessments of military risk across four dimensions: operational risk, force management risk, institutional risk, and future challenges risk. See CJCSM 3105.01, “Joint Risk Analysis,” for a detailed discussion of the JRAM.

5. Military Advice. The Chairman’s military advice represents apolitical (non-partisan), professional military judgment on a wide range of Joint Force issues and topics. The Chairman and the Joint Staff shall solicit and receive Service and NGB perspectives on all plans through approved processes within the JSPS, consistent with the Title 10, U.S. Code responsibilities of the Service secretaries and Service chiefs to review, assess, and advise the SecDef on the Services’ positions on plans, programs, and policies. The inputs of the Services, NGB, CCMDs, and other agencies assist the Chairman in the implementation of the NDS. The Chairman communicates military advice through both formal and informal means. Enclosure G outlines the formal JSPS military advice products as elements of Global Military Integration, as each product enables senior leader decision making by integrating operations and resources globally, and highlighting force planning capabilities and tradeoffs to enable the NDS objectives.

6. Joint Strategic Planning System Overview

a. The JSPS is the primary method by which the Chairman fulfills CJCS Title 10, U.S. Code responsibilities, maintains a global perspective, leverages strategic opportunities, translates strategy into outcomes, and provides military advice to the SecDef and the President. Figure 1 presents one view of the JSPS oriented on the Chairman’s six primary functions identified in Section 153 of Title 10, U.S. Code. With the exception of the NMS, products prepared by the Joint Staff for the Chairman to provide to the SecDef as formal military advice are depicted in Figure 1 as elements of Global Military Integration (as explained in paragraph 5). The NMS, however, is depicted in Figure 1 as an element of Strategic Direction, because it is how the Chairman assists the SecDef and President in providing for the strategic direction of the armed forces.

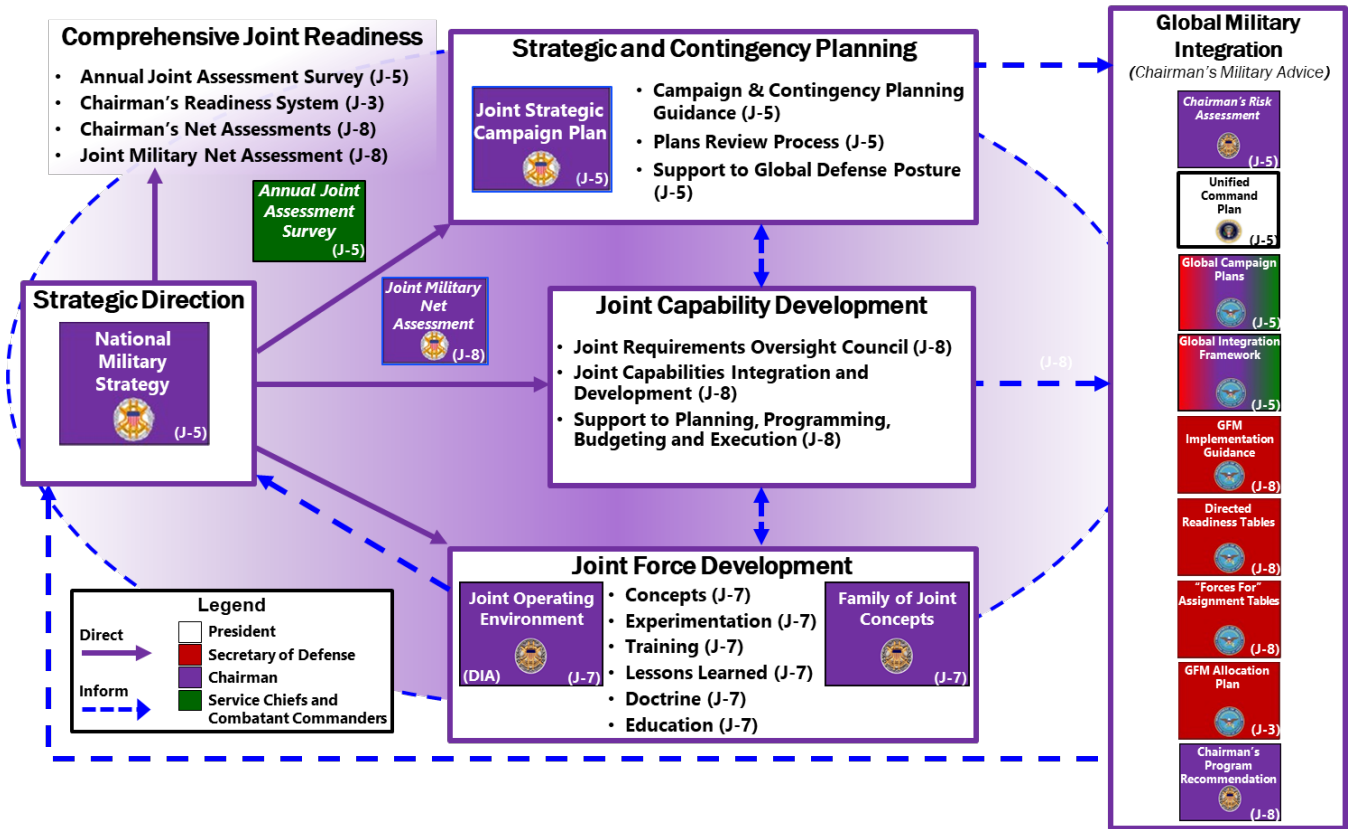


Figure 1. Joint Strategic Planning System

b. This instruction is organized by aligning JSPS products to one of the Chairman's six primary statutory functions, as depicted in Figure 1. The six primary functions include: (1) providing strategic direction for the Armed Forces, (2) conducting strategic and contingency planning, (3) assessing comprehensive joint readiness, (4) fostering joint capability development, (5) managing Joint Force development, and (6) advising on global military integration (reference a). In addition to its organization by Title 10 functions, this instruction also describes how the JSPS operates across the three time horizons of Force Employment, Force Development, and Force Design. Note that the time horizon of Force Development is not the same as the Title 10 function of managing Joint Force Development. The Force Development horizon (2-7 years) is more closely aligned to the Title 10 function of fostering Joint Capability Development. The Title 10 function of managing Joint Force Development is actually more closely aligned to the Force Design horizon (5-15 years). Each of the six functions and the associated products are described in Enclosures B through G. Enclosure H, Figures 4-8 depict the JSPS internal linkages and external product dependencies by function and time. Finally, Enclosure I summarizes JSPS products in a table format.

7. Continuum of Strategic Direction. With the Chairman’s Title 10, U.S. Code functions as the statutory foundation, the Chairman uses JSPS to provide strategic direction to the Joint Force across three time horizons corresponding to how the Joint Force *employs, adapts, and innovates* to meet the requirements of national policy and the defense strategy. These three time horizons are: Force Employment (0-3 years), Force Development (2-7 years), and Force Design (5-15 years). Activities across the three horizons enable the Chairman to provide advice to the SecDef and President. Figure 2 presents the JSPS through the lens of the Continuum of Strategic Direction.

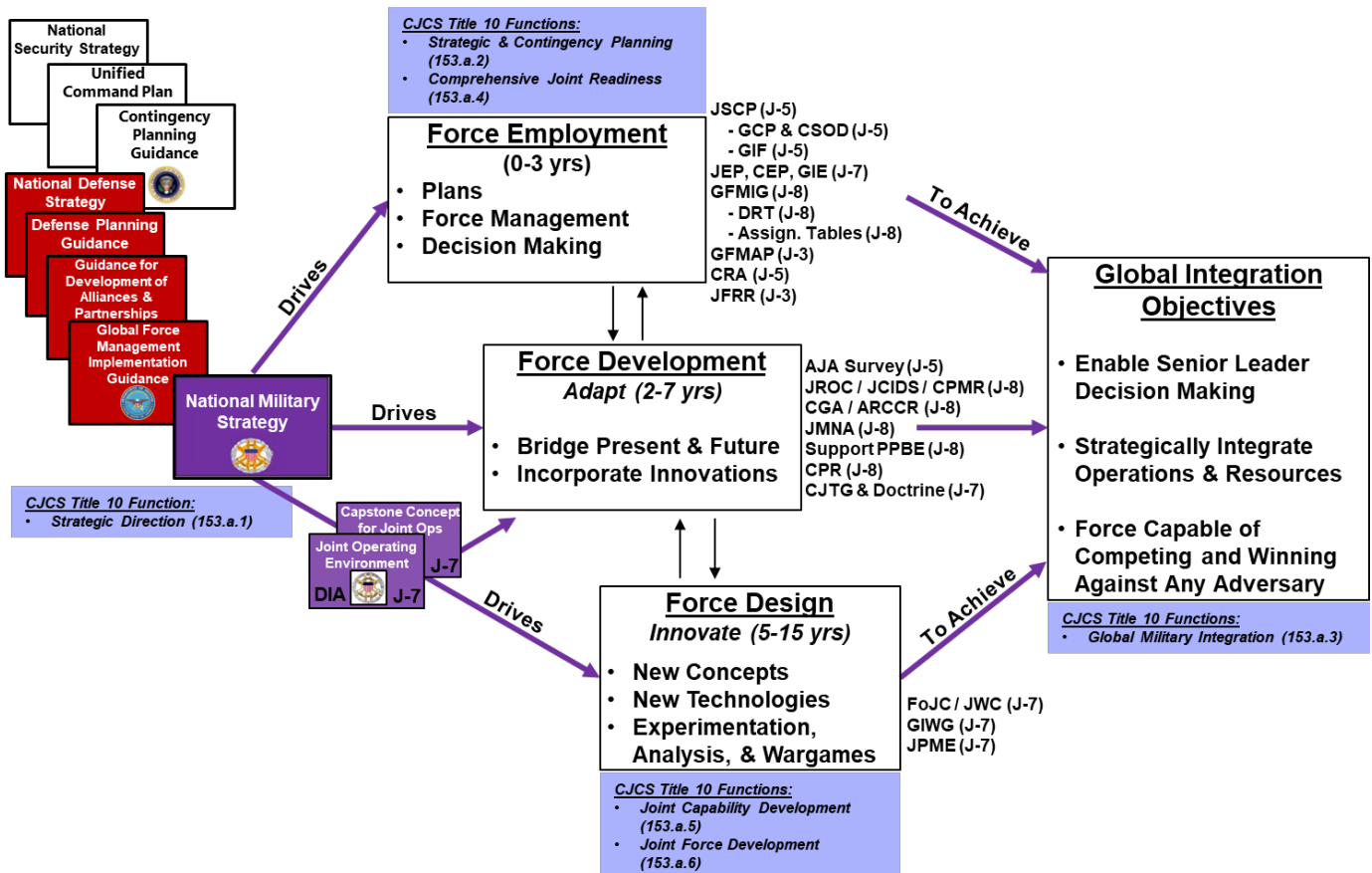


Figure 2. Continuum of Strategic Direction

a. Force Employment (0-3 years). Force employment involves planning, force management, and decision making. The Joint Force employs a joint combined arms approach (defined as the conduct of operational art through the integration of joint capabilities in all domains) in its *plans* to apply a global perspective to strategy, campaigning, and operations across all domains in multiple regions. For *force management*, the Joint Force implements the Dynamic Force Employment (DFE) construct, as well as traditional employment as directed in the Global Force Management Implementation Guidance (GFMIG) and Global Force Management Allocation Plan (GFMAP), to fulfill the defense objectives of the NDS and U.S. national interests in the National

Security Strategy (NSS). For *decision making*, the Joint Force leverages intelligence, exercises, and wargames to build mutual trust and habituate effective communication that enables rapid decision making in times of crisis. CJCSM 3051.01 provides additional guidance for crisis response by defining the critical path for execution and oversight of global integration during the force employment phase.

b. Force Development (2-7 years). The Joint Force adapts functions, capabilities, and concepts to improve the current force. Force development enables the Joint Force to improve warfighting capabilities through the development of concepts validated by rigorous assessment and lessons learned from current operations. Force development serves as a *bridge between the present day and the future*, and provides a mechanism for *incorporating emergent innovations* that enhance performance across the force and shape the design of tomorrow's Joint Force in accordance with NDS prioritization. As explained in paragraph 6.b., the time horizon of Force Development is not the same as the Title 10 function of managing Joint Force Development.

c. Force Design (5-15 years). The Joint Force constantly innovates to discover new ways of operating, and to integrate revolutionary capabilities that maintain and expand the competitive space in accordance with NDS prioritization. The Joint Force innovates to retain and expand competitive advantage against any adversary. Bold new warfighting *concepts* and leap-ahead *technologies*—those which enable rapid improvements over incremental change—are tested by *experimentation*, and serve as catalysts for force development to enable the Joint Force to operate differently.

8. Planning and Development in Parallel and in Series. The JSPS requires the Joint Staff and the Joint Force to plan and develop key products both in parallel and in series (sequence). Although the relationships between documents are frequently described in this instruction as “Document A directs or informs Document B,” it is common for Documents A and B, in practice, to be developed by staff elements coordinating in parallel (with the publication of B sometimes even preceding the publication of A). For example, the NDS and NMS may be best developed in parallel and then released in quick succession. Similarly, the development of products at the end of the “JSPS production line,” such as the Chairman’s Program Recommendation (CPR) or GFMAP, should be informed by drafts of forthcoming guidance documents, such as the NMS and JSCP. It is worth highlighting this dynamic to remind all elements of the Joint Staff and Joint Force that close collaboration and situational awareness across elements is required to rapidly translate new strategic direction into every aspect of Joint activity. This collaboration and situational awareness is aided by the JSPS management mechanisms.

9. Management Responsibilities. The Directorate for Strategy, Plans, and Policy (J-5) has overall responsibility to maintain, and recommend changes to, the CJCSI 3100.01 Series (reference d). The Director, J-5, also has overall responsibility for the planning and execution of forums that support coordination of JSPS activities and products with CCMDs, Services, NGB, the Office of the Secretary of Defense (OSD), and other relevant U.S. Government departments and agencies. Active management of the JSPS through these forums ensures that the Chairman can rapidly translate strategy to outcomes and enable the Joint Force to move faster.

a. Management of the JSPS. The J-5 Deputy Director for Joint Strategic Planning (DD-JSP) assists in active management of the JSPS by providing oversight to a series of integrating forums that operate at different levels within the Joint Staff and across the Joint Force. The Joint Staff Strategy Integration Group (JSSIG) and Strategy Integration Board (SIB) conduct JSPS management within the Joint Staff. The Joint Strategy Working Group (JSWG) and Joint Worldwide Planners Seminar (JWPS) include the Joint Force and other elements of the Department, as applicable, in the management of the JSPS.

(1) Joint Staff Strategy Integration Group (JSSIG). The JSSIG is an action officer and branch chief-level body that conducts continuous coordination and collaboration across the Joint Staff in support of the JSPS for the Chairman. The J-5 Strategy Development Division (SDD) Chief oversees the JSSIG, which convenes regularly to discuss cross-cutting issues and areas for collaboration in the development of various JSPS products and, as required, establishes sub-working groups. These sub-groups may include, but are not limited to, a JSPS Revision Working Group, Annual Joint Assessment (AJA) Survey Working Group, Joint Staff Independent Risk Assessment (JSIRA) Working Group, and Integrated Priority List (IPL) Assignment Working Group.

(a) JSPS Revision Working Group. This working group reviews the CJCSI 3100.01 Series and recommends changes to the SIB and the DD-JSP.

(b) AJA Survey Working Group. This working group develops and reviews the AJA Survey structure and survey questions. The AJA Survey is a formal, comprehensive data collection and analytical mechanism for garnering CCMD, Service, and NGB perspectives on the strategic environment, threats, challenges, opportunities, and risks. Enclosure D includes a discussion of the AJA Survey.

(c) JSIRA Working Group. The JSIRA is an assessment of risk developed by representatives from each Joint Staff directorate based on independent input from the Intelligence Community (IC). The JSIRA is one of two primary inputs to the CRA (AJA Survey responses provide the other

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primary input). The JSIRA is conducted through a series of JSIRA Working Group meetings conducted prior to CRA development. Enclosure G includes a discussion of the CRA.

(d) IPL Assignment Working Group. This working group reviews the AJA Survey IPL submissions that are not assigned to the JROC and assigns them to the appropriate Joint Staff directorate for review and action. The Directorate for Force Structure, Resources, and Assessment, J-8, provides direct support to this working group. The IPL working group recommendations are forwarded to the J-8 Deputy Director for Requirement and Capability Development. Enclosure D includes a discussion of IPLs.

(2) Strategy Integration Board (SIB). The SIB is a division chief-level forum chaired by the J-5 SDD Chief. It convenes as needed with representatives from all Joint Staff directorates. The SIB addresses difficult Joint Staff issues and JSPS management challenges, and also reviews and forwards recommendations from the JSSIG and sub-working groups to the DD-JSP.

(3) Joint Strategy Working Group (JSWG). The JSWG brings together action officers and O-6/GS-15-level strategic and operational planners and assessors from the CCMDs, Services, NGB, and other relevant U.S. government departments and agencies. As a JSPS management mechanism, the JSWG facilitates Joint Force shared understanding and collaboration in the development of JSPS products to translate strategy to outcomes. The JSWG convenes at least twice per year, and is chaired by the SDD Chief on behalf of the DD-JSP.

(4) Joint Worldwide Planners Seminar (JWPS). The JWPS brings together general officer flag officer (GO/FO) and Senior Executive Service (SES)-level strategic leaders from the CCMDs, Services, NGB, and other relevant U.S. government departments and agencies to discuss strategic and operational planning, execution, and assessment issues. The JWPS addresses difficult Joint Force issues and JSPS management challenges, and also reviews and forwards recommendations from the JSWG to the Director, J-5. The JWPS convenes as needed, and is chaired by the DD-JSP on behalf of the Director, J-5.

b. Management of Elements Within JSPS. The Boards, Bureaus, Cells, Centers, and Working Groups that support the various elements within JSPS (e.g., CSOD, Global Force Management (GFM), Joint Capabilities Integration and Development System (JCIDS), Joint Force Development and Design (JFDD)) are described in CJCSM 3051.01, CJCSM 3130.06, CJCSI 5123.01,

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and CJCSI 3030.01. Key working groups and boards associated with the CSOD process, in particular, are detailed below.

(1) CSOD Working Group (CSODWG). The CSODWG is an annual action officer forum led by the J-5 Global Integration Division. Using the results from the AJA Survey GCP assessments and strategic opportunities (SOs) nominated by the Services and CCMDs, this working group builds a prioritized list of Fiscal Year Execution +2 (FY E2) executable Consolidated Strategic Opportunities (CSO) to present at the Strategic Opportunities Decision Board (SODB).

(2) Multinational Strategy and Operations Group (MSOG). The MSOG provides a unique senior-leader multinational forum to understand and address contemporary strategic and operational challenges and risks to enable more effective and aligned strategic approaches. The MSOG member nations consist of 13 like-minded nations that comprise the Military Framework. The CSOD process flows through the MSOG as the primary venue for collaboration and synchronization with Framework Member Nations.

(3) Strategic Opportunities Decision Board (SODB). The SODB is a GO/FO final review of CSOs identified through the CSOD process prior to the Chairman's endorsement via the Strategic Integration Tank, which is then provided to the SecDef for review and approval. SecDef-approved CSOs inform the GFM process.

(4) Global Force Management Board (GFMB). The GFMB is a GO/FO-level body organized by the Joint Staff and chaired by the Director of the Joint Staff (DJS) to provide senior DoD leadership the means to assess the effects of force management decisions and provide guidance for planning and execution. Informed by the SecDef-approved CSOs, the GFMB convenes periodically to address specific recurring tasks and, as required, to address emergent issues. The annual GFMAP is an output of the GFMB and, among other functions, directs the execution of CSOs.

10. Supplemental Information

a. The following documents provide additional information on the topics discussed in this enclosure.

(1) Title 10, United States Code.

(2) President of the United States, "National Security Strategy of the United States of America," 19 December 2017.

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- (3) President of the United States, "Unified Command Plan," 13 January 2021.
- (4) President of the United States, "Contingency Planning Guidance," January 2019.
- (5) Secretary of Defense, "National Defense Strategy," January 2018.
- (6) Secretary of Defense, "Defense Planning Guidance," 13 March 2020 (FY 2022-2026).
- (7) Secretary of Defense, "Guidance for Development of Alliances and Partnerships," 8 October 2020 (FY 2020-2022).
- (8) Secretary of Defense, "Global Force Management Implementation Guidance," 3 November 2020.
- (9) DoDD 5100.01, "Functions of the Department of Defense and Its Major Components," 21 December 2010 (Change 1: 17 September 2020).
- (10) CJCS, "National Military Strategy," June 2018.
- (11) CJCSI 3030.01 Series, "Implementing Force Development and Design," 3 December 2019.
- (12) CJCSI 5123.01 Series, "Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)," 31 August 2019 (Revision H).
- (13) CJCSM 3051.01 Series, "Execution and Oversight of Global Integration," pending approval.
- (14) CJCSM 3105.01 Series, "Joint Risk Analysis," 14 October 2016.
- (15) CJCSM 3130.06 Series, "Global Force Management Allocation Policies and Procedures," 12 October 2016 (Revision B).
- (16) Joint Staff Manual (JSM) 5100.01 Series, "Organizations and Functions of the Joint Staff," 16 October 2020 (Revision F).

b. See Enclosure J for the full list of references and related documents used throughout this instruction.

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Enclosure A

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ENCLOSURE B

STRATEGIC DIRECTION

1. Function Overview. Section 153(a)(1) of Title 10, U.S. Code directs the Chairman to assist the President and the SecDef “in providing for the strategic direction of the armed forces.” The JSPS document aligned with this function is the NMS, which drives the Joint Forces’ efforts to *employ, adapt, and innovate* to meet the requirements of national policy and defense strategy.

a. Three presidential guidance documents provide direction to the DoD. These are the NSS, Unified Command Plan (UCP), and Contingency Planning Guidance (CPG).

b. The SecDef provides strategic direction to the DoD and the Joint Force primarily through the NDS, the Defense Planning Guidance (DPG), the Guidance for Development of Alliances and Partnerships (GDAP), and Force Management guidance. This strategic guidance provides the foundation for NMS development. Enclosure H depicts the relationship of these documents to the JSPS.

2. National Military Strategy. Section 153 of Title 10, U.S. Code directs that the Chairman shall determine for each even-numbered year whether to prepare a new NMS or update an existing strategy.

a. The Director, J-5, is responsible for developing, reviewing, and preparing the NMS for the Chairman’s signature.

b. The NMS is the Chairman’s central strategy document. It translates policy guidance into Joint Force action and assists the SecDef “in providing for the strategic direction of the armed forces” by providing an implementation framework for plans, force management, posture, force development, and force design (reference a). The NMS provides the strategic framework for the prioritization of planning and resource allocation and the distribution of risk. This classified military strategy serves as the starting point for all other JSPS activities, and is one instance of the Chairman’s formal military advice to the SecDef and the President.

c. The Chairman may direct the inclusion of NMS annexes that provide additional strategic direction.

d. Section 153(b)(2) of Title 10, U.S. Code also directs that the Chairman prepare an annual “assessment of the risks associated with the most current National Military Strategy.” Enclosure G discusses the CRA.

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3. Prioritization. Prioritization guidance to the CCMDs, Services, NGB, Joint Staff, and Combat Support Agencies (CSAs) is an essential aspect of global integration. Informed by the NDS and DPG, the Chairman consults with CCDRs and Service Chiefs to publish prioritization guidance. The Joint Force incorporates this guidance into operations, planning, decision making, force management, force development, and force design while remaining responsive to changes in policy guidance.

4. Supplemental Information

a. The following documents provide additional information on the topics discussed in this enclosure.

(1) Title 10, United States Code.

(2) President of the United States, “National Security Strategy of the United States of America,” 19 December 2017.

(3) President of the United States, “Unified Command Plan,” 13 January 2021.

(4) President of the United States, “Contingency Planning Guidance,” January 2019.

(5) Secretary of Defense, “National Defense Strategy,” January 2018.

(6) Secretary of Defense, “Defense Planning Guidance,” 13 March 2020 (FY 2022-2026).

(7) Secretary of Defense, “Guidance for Development of Alliances and Partnerships,” 8 October 2020 (FY 2020-2022).

(8) Secretary of Defense, “Global Force Management Implementation Guidance,” 3 November 2020.

(9) Chairman of the Joint Chiefs of Staff, “National Military Strategy,” June 2018.

(10) CJCSM 3105.01 Series, “Joint Risk Analysis,” 14 October 2016.

b. See Enclosure J for the full list of references and related documents used throughout this instruction.

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ENCLOSURE C

STRATEGIC AND CONTINGENCY PLANNING

1. Function Overview

a. Section 153(a)(2) of Title 10, U.S. Code directs the Chairman's responsibilities in strategic and contingency planning. More specifically, it directs the Chairman to:

(1) Develop strategic frameworks and plans "to guide the use and employment of military force and related activities across all geographic regions and military functions and domains."

(2) Advise the SecDef on the production of the NDS and NSS, pursuant to Section 113(g) of Title 10, U.S. Code.

(3) Prepare "military analysis, options, and plans to recommend to the President and the Secretary."

(4) Provide for "the preparation and review of contingency plans."

(5) Prepare "joint logistic and mobility plans."

b. Planning is an integral component of force employment. The JSPS document aligned with this function is the JSCP.

2. Joint Strategic Campaign Plan (JSCP)

a. Section 113(g)(3) of Title 10, U.S. Code directs that the Chairman shall use written guidance—either the CPG or the Guidance for Employment of the Force—as the primary source document in "executing global military integration responsibilities" and "developing implementation guidance" for the Services and Combatant Commanders (CCDR).

b. The Chairman fulfills this statutory requirement to issue CPG implementation guidance and execute global military integration through the JSCP.

c. The Director, J-5, is responsible for developing, staffing, reviewing, and preparing the JSCP for the Chairman's signature.

d. The JSCP is a five-year global strategic campaign plan (reviewed every two years) that operationalizes the NMS. It is the Chairman's primary

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document to guide and direct the preparation and integration of Joint Force campaign, contingency, and support plans. The JSCP establishes a common set of processes, products, priorities, roles, and responsibilities to support the integration of the Joint Force's global operations, activities, and investments from day-to-day campaigning to contingencies (reference e).

e. The JSCP directs three types of campaign plans: Global Campaign Plans (GCP), Functional Campaign Plans (FCP), and Combatant Command Campaign Plans (CCP).

(1) GCPs are integral parts of the JSPS, prepared by the Joint Staff for the SecDef's approval. The roles of GCPs are highlighted and explained in paragraph 3 of this enclosure.

(2) FCPs are assigned to CCMDs for development. FCPs are plans written for global challenges that deal primarily with one function, activity, service, or requirement. FCPs are assigned to a Coordinating Authority (CA) and employ collaborators to address cross-CCMD elements of the challenge or solution.

(3) CCPs are the primary plans through which the CCMDs execute day-to-day campaigning. CCPs address theater objectives as well as objectives directed by GCPs and FCPs.

f. The JSCP directs contingency planning consistent with the CPG. It expands on the CPG with specific objectives, tasks, and linkages between campaign and contingency plans. The JSCP directs the development of Integrated Contingency Plans (ICP) and Global Integration Frameworks (GIF), formerly known as Globally Integrated Base Plans.

(1) GIFs are produced by the Joint Staff for the SecDef and are integral parts of the JSPS. GIFs are not contingency plans, but serve as strategic frameworks for the SecDef's decision making to integrate Joint Force activities during crisis or conflict. The roles of GIFs are further explained in paragraph 5 of this enclosure.

(2) An ICP is the primary contingency plan associated with a global problem set. ICPs are informed by the complementary contingency plans that are executed in a synchronized manner in response to a priority challenge. Unlike GIFs, ICPs are contingency plans that are produced by designated CAs, and intended to achieve unity of effort across different organizations and complementary plans within a single problem set. To achieve this purpose, ICPs include integrated Time-Phased Force and Deployment Data (TPFDD) based on the force requirements from complementary plans.

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(a) Each ICP includes a National Intelligence Support Plan (NISP) that details how the Defense Intelligence and Security Enterprise will employ capabilities to satisfy CCDR's intelligence requirements. The Joint Staff J-2 produces the NISP.

(b) CSAs and Service Intelligence Centers produce supporting organizational Intelligence Support Plans that detail concepts for agency and functional support, identify knowledge gaps and shortfalls, and outline support agency mitigation strategies.

g. The JSCP also delineates support plans to foster Joint Force collaboration and coordination in time, space, and purpose. To assist the CA with integrated planning, the JSCP designates certain Joint Force organizations as collaborators. Paragraph 3 of this enclosure explains the CA and collaborator roles.

h. In addition to planning guidance from the CPG, the JSCP is informed by the UCP and the GDAP. The GDAP provides the foundational direction and priorities for achieving a coordinated strategic approach with our allies and partners to align and focus the DoD's planning, resourcing, activities, and assessments (reference f). As applicable for JSCP development, DoD instruction (DoDI) 3000.15 provides procedural guidance and assigns responsibilities for DoD distribution of planning guidance and the review and approval of contingency plans, GIFs, and campaign plans (reference g).

3. Global Campaign Plan Concept

a. The Chairman advises the SecDef on matters of global military integration, and incorporates global integration into the Joint Force's systems, tools, and processes to enable cohesive Joint Force actions in time, space, and purpose.

b. In accordance with these global military integration responsibilities, the Chairman recommends which challenges require GCPs based on the SecDef's priorities in the NDS. The SecDef will review GCPs annually. The GCPs address the most pressing transregional and multi-functional strategic challenges across all domains. GCPs are global in scope and focus on integrating activities oriented against specific problems. They are primarily designed to achieve unity of effort for day-to-day activities within and between the CCMDs, Services, NGB, and the Joint Staff.

c. The Under Secretary of Defense for Policy (USD(P)) oversees the GCP review process and will coordinate with other OSD component heads to

facilitate approval (reference g). The CJCS manages GCPs on behalf of the SecDef, who is the GCP approval authority.

d. Joint Staff Priority Challenge Cross Functional Teams (CFT) develop and maintain GCPs (paragraph 4 of this enclosure discusses CFTs). Each GCP also has an assigned CCDR as its CA with assigned collaborators to support planning. A CA does not receive additional authority beyond that already assigned. As such, CAs cannot compel agreement or direct resource allocation between CCMDs and Services. In accordance with DoDI 3000.15, CAs will coordinate with the Office of the Under Secretary of Defense for Policy (OUSD(P)) the sharing of GCP planning and plans related-information with interagency collaborators.

e. A CA performs three key functions: planning, assessing, and recommending (reference e). CAs may establish collaborative forums to integrate these functions. CAs have overall responsibility for assessing and recommending changes to the GCP annually or more often, if necessary. CAs also lead any related lower-level planning required to integrate campaign or contingency planning and *may request* the development of a support plan by collaborators.

f. A collaborator is a Joint Force organization assigned in the JSCP to support integrated GCP planning. The collaborator works with the CA to implement and assess these globally integrated plans.

g. Global Campaign Plan Review. CAs, collaborators, and the Joint Staff continuously assess and review the GCPs. Formal assessments are developed from inputs to the AJA Survey, Chairman's Readiness System (CRS), Joint Staff estimates and assessments (each are reviewed in Enclosure D), and Joint Chiefs of Staff (JCS) Tanks. The JSWG and JWPS may be used to review CA and Joint Staff issues and recommendations. The Chairman uses these inputs and assessments to formulate military advice to the SecDef on GCP prioritization, resourcing, posture, capabilities, risk, and risk mitigation measures. USD(P), in coordinating with appropriate OSD components, will review GCPs, provide input, and forward to the SecDef for review and approval.

4. Priority Challenge Cross-Functional Teams. Global integration requires information from across functions, domains, regions, and processes. To assist with global integration and execution of the NMS and JSCP, the Chairman employs CFTs to facilitate shared understanding and support the development of military advice. Priority Challenge CFTs consist of Joint Staff functional and regional experts, as well as representatives from CCMDs, OSD, and other U.S. government departments and agencies, as required. These CFTs support globally integrated planning and lead the writing and management of GCPs, in

coordination with CCMDs and OSD. In accordance with DoDI 3000.15, CFTs will coordinate with OUSD(P) the sharing of GCP planning and plans related-information with interagency partners. During a crisis or contingency, the CFTs may assist in developing a shared understanding of the strategic environment.

5. Global Integration Framework Concept

a. While GCPs guide day-to-day Joint operations, activities, and investments, GIFs provide strategic frameworks to enable a coordinated Joint Force response to crisis or conflict associated with a priority challenge. The Chairman recommends which challenges require GIFs based on the SecDef's priorities in the NDS. GIFs are strategic frameworks that enable the Chairman's advice and the SecDef's decisions on strategic risks and trade-offs across and within campaigns and contingencies during crisis or conflict with a priority challenge.

b. GIFs are coordinated, developed, staffed, reviewed, and maintained by the Director, J-5, on behalf of the Chairman.

c. GIFs provide a global look at crisis and conflict with one of the priority challenges beyond the scope of a single CCMD. GIFs are informed by GCPs and existing contingency plans.

d. Global Integration Framework Review. The Joint Staff J-5 reviews GIFs every two years in coordination with the CA, OSD, Services, CCMDs, and Defense Agencies, or as directed by the SecDef or the Chairman. OSD may provide input on GIF development, conduct reviews to ensure alignment to policy, and provide feedback on final drafts to facilitate the SecDef's approval. Joint Staff-led GIF reviews may include detailed sourcing, logistics feasibility, and risk assessments. The Joint Staff J-3 uses contingency sourcing to conduct the sourcing feasibility assessments. Contingency sourcing is detailed in CJCSM 3130.06, Enclosure J.

6. Contingency Plans Reviews. In accordance with the Chairman's statutory responsibility to review contingency plans, the Joint Staff reviews CPG and JSCP-directed plans. The plans review process has four purposes: (1) ensuring plans are executable; (2) enabling the Chairman to provide informed military advice based on current plans; (3) integrating the SecDef's and USD(P)'s guidance with plans; and (4) facilitating cross-domain and globally integrated planning. The Joint Staff J-5 is responsible for conducting the plans review process through the Joint Planning and Execution Community (JPEC). The JPEC is composed of CCMDs, OSD, Services, NGB, CSAs, and other affected Defense Agencies. The JPEC process is used to review ICPs, campaign plans,

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and contingency plans. Plan review and approval processes are addressed in DoDI 3000.15 and the CJCSI 3141.01 series.

7. Global Defense Posture. A key consideration of GCP and plan reviews is global defense posture. Posture is the fundamental enabler of Joint Force activities. From a posture perspective, GCPs foster an integrated approach to Outside Continental United States and Continental United States requirements, trade-offs, and risk across three interdependent posture elements: forces, footprints, and agreements. The Director, J-5, is the Joint Staff lead for posture issues. In that role, the J-5 coordinates closely with the J-3, J-4, and J-8 on global defense posture issues, such as force management and prepositioned equipment. The Assistant Secretary of Defense for Strategy, Plans, and Capabilities and DJS will normally delegate routine Global Posture Executive Council (GPEC) process management to the Deputy Assistant Secretary of Defense for Plans and Posture and the J-5 DD-JSP. Delegation to the DD-JSP will be through the Director, J-5. The GPEC proposes recommendations for the SecDef's consideration on global posture initiatives introduced by CCMDs and Military Departments. As needed, posture issues and recommendations may be reviewed by the Operations Deputies Tank, the primary Joint forum for such issues. As required, the Operations Deputies may elevate posture issues and recommendations for consideration in a JCS Tank.

8. Supplemental Information

a. The following documents provide additional information on the topics discussed in this enclosure.

(1) United States Code, Title 10.

(2) President of the United States, "Unified Command Plan," 13 January 2021.

(3) President of the United States, "Contingency Planning Guidance," January 2019.

(4) DoDI 3000.12, "Management of Global Defense Posture (GDP)," 6 May 2016 (Change 1: 8 May 2017).

(5) DoDI 3000.15, "Plan Review and Approval Process," 3 November 2020.

(6) CJCSI 3110.01 Series, "Joint Strategic Campaign Plan," 22 March 2019 (Revision K).

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(7) CJCSI 3141.01 Series, "Management and Review of Campaign and Contingency Plans," 31 January 2019 (Revision F).

(8) CJCSM 3130.06 Series, "Global Force Management Allocation Policies and Procedures," 12 October 2016 (Revision B).

(9) CJCSM 5115.01 Series, "Priority Challenge Cross-Functional Teams," 30 March 2018.

(10) JP 5-0, "Joint Planning," 1 December 2020.

b. See Enclosure J for the full list of references and related documents used throughout this instruction.

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ENCLOSURE D

COMPREHENSIVE JOINT READINESS

1. Function Overview

a. In matters relating to comprehensive joint readiness, Section 153(a)(4) of Title 10, U.S. Code directs the Chairman to:

(1) Evaluate the “overall preparedness” of the Joint Force to perform its responsibilities and respond to “significant contingencies.”

(2) Assess risks to mission and force due to readiness shortfalls and develop risk mitigation options.

(3) Advise the SecDef on “critical deficiencies and strengths” during the preparation and review of defense strategies and contingency plans.

(4) Advise the SecDef on “the missions and functions that are likely to require contractor or other external support.”

(5) Maintain a uniform system to evaluate the preparedness of each CCMD and group of commands to carry out assigned missions.

b. Consistent with Title 10, U.S. Code, this instruction takes a broad view of Comprehensive Joint Readiness, which informs the three time horizons for the Joint Force: Force Employment, Force Development, and Force Design. Readiness, broadly defined, is the ability of the Joint Force to meet immediate contingency and warfighting challenges while preparing for future challenges. As depicted in Figure 1, this shared understanding of readiness informs Strategic Direction, Strategic and Contingency Planning, Joint Capability Development, Joint Force Development Activities, and Global Military Integration. For immediate contingency and warfighting challenges, Comprehensive Joint Readiness considers the range of available capabilities, the speed and manner with which the Joint Force can employ these capabilities, the ability to sustain the Joint Force, and Joint Force resiliency. In anticipation of future challenges, readiness evaluations consider net assessments, wargames, and joint concepts.

c. The JSPS elements aligned with this function are the AJA Survey, CRS, Chairman’s Net Assessments, and JMNA. Enclosure H, Figure 5 depicts the timeline relationships between assessments from the AJA Survey through the JMNA.

2. Annual Joint Assessment (AJA) Survey

a. The Director, J-5, is responsible for developing, staffing, reviewing, and preparing the AJA Survey.

b. The AJA Survey is the Joint Staff's central data collection and analytical mechanism for garnering 4-star level input through CCMD, Service, and NGB perspectives on the strategic environment, threats, challenges, opportunities, and risks. Each Joint Staff directorate actively participates in AJA Survey development by generating survey questions that inform Joint Staff processes and products. The survey is issued to the CCMDs, Services, and NGB. CCMDs should align the AJA Survey with an annual review of their campaign plan for efficiency and accuracy.

c. CCMDs and NGB, as part of the AJA Survey, submit their priorities and requirements in the form of IPLs. The Joint Staff J-8 prepares the ARCCR, communicating the Chairman's perspective of the extent to which the Future Years Defense Program (FYDP) addresses CCDRs' IPLs to meet the requirements of the Joint Force. The IPL Assignment Working Group (introduced in Enclosure A) develops initial alignment recommendations. IPLs that relate to capability development align to the JROC-led Capability Gap Assessment (CGA) process described in Enclosure E. IPLs that are unrelated to capability development are assigned to Joint Staff directorates for further review and action.

d. The AJA Survey responses directly inform the CRA, JMNA, GCP Assessments, and Joint Staff estimates and assessments described in paragraph 4 of this enclosure.

3. Chairman's Readiness System (CRS)

a. The Director for Operations, J-3, is responsible for the CRS. The CRS establishes a common framework for understanding the readiness of the Joint Force to execute the NMS. It provides uniform policy and procedures for assessing and reporting unit readiness and strategic readiness. See CJCS Guide 3401 Series, "Guide to the Chairman's Readiness System," 15 November 2010 (Revision E currently in draft) for more details.

b. The semi-annual Joint Force Readiness Review (JFRR) is the principal strategic readiness assessment of the CRS and directly informs the DoD's Semi-annual Readiness Report to Congress (SRRC). It assesses the capabilities of the armed forces, the combat support and related agencies, operational contract support, and the CCMDs to execute their wartime missions based upon the posture and readiness data drawn from the Defense Readiness

Reporting System (DRRS). DRRS is the primary unit readiness assessment tool for management and reporting that considers a unit's readiness to accomplish core tasks and execute named operations and priority plans (reference h).

c. Plans Assessments measure a CCMD's ability to successfully execute contingency plans selected on the basis of high visibility or the potential to yield the most severe consequences. Plans Assessments consist of data analyses derived from: contingency sourcing of integrated TPFDDs developed by the assigned CCMDs, U.S. Transportation Command's studies of transportation feasibility, logistics supportability analyses, and comprehensive CCMD and Joint Force Provider risk analyses.

4. Joint Staff Estimates and Assessments

a. The Joint Staff directorates develop estimates and assessments to assess sources of risk within their Joint Capability Area (JCA) and cross-cutting sources of risk across all JCAs in relation to the Joint Force's ability to execute the NMS. These estimates and assessments, which consist of the directorates' most current staff analysis, are used by the Joint Staff to support mitigation strategies and inform key Joint Staff products to include the JMNA, CRA, and JFRR while assisting the Chairman in providing military advice. Estimates are informed by various products developed by the Joint Staff, CCMDs, and Services to include the AJA Survey, DRRS reports, CCMD analysis, and directed studies. Although the most current staff analysis, whether published or not, is used to develop the JMNA, CRA, and JFRR, the Joint Staff directorates may also publish their estimates and assessments as stand-alone documents to support the Chairman and the Joint Force. The following documents are examples of additional stand-alone estimates and assessments.

b. Joint Personnel Estimate (JPE). The Director for Manpower and Personnel, J-1, prepares the annual JPE. The JPE is an independent assessment of the Joint Force's ability to support the NMS in a transregional, all-domain, and multi-functional environment from a joint personnel readiness perspective. The JPE assists the Chairman in formulating military advice, drawing data and analysis from the AJA Survey, DRRS, and other inputs that may directly impact civilian and uniformed Joint Force accessions, readiness, operations, and retention.

c. Joint Strategic Intelligence Estimate (JSIE). The Director for Intelligence, J-2, prepares the annual JSIE. The JSIE seeks to identify and explain how certain key themes will impact the future (2-10 years) strategic environment and what that will mean for the Joint Force. Additionally, the JSIE details the threats posed by adversaries by evaluating how they use the

elements of statecraft (diplomacy, information, military, economics, governance) to secure their interests, and how the U.S. can exploit each adversary's vulnerabilities. The JSIE includes several appendices that provide CCMD and Service perspectives regarding the strategic environment and their top intelligence priorities, as well as identifying key allies and partners, as captured in AJA Survey responses.

d. Joint Logistics Estimate (JLE). The Director for Logistics, J-4, prepares the annual JLE. The JLE provides a globally integrated independent assessment of how well the Joint Force can project, support, and sustain itself through the FYDP and beyond, to enable the full range and number of missions called for in the NMS and JSCP. It describes sources of risk within logistics JCAs and cross-cutting sources of risk across all JCAs. The JLE draws data and analysis from the AJA Survey, DRRS, IPLs, and CCMD logistics supportability analyses.

e. Joint Command, Control, Communications, and Computers (C4)/Cyber Estimate (JCE). The Director for C4/Cyber, J-6, prepares the annual JCE providing military advice in relation to cyber defense, joint/coalition C4 capabilities, and interoperability. The JCE provides a globally integrated independent assessment of how well the Joint Force can command, control, and communicate across the full spectrum of the joint information environment in support of the NMS and the JSCP. The JCE identifies C4/Cyber-related risk across all JCAs utilizing DRRS, AJA Surveys, and IPLs to accurately inform the Chairman and the joint C4 requirements validation and capability development processes to ensure joint interoperability.

f. Joint Irregular Warfare Assessment (JIWA). The Director for Joint Force Development, J-7, prepares the annual JIWA. The JIWA is conducted annually to assess the ability (capability, capacity, posture, readiness, authorities, etc.) of the Joint Force to conduct and support Irregular Warfare (IW) operations and activities necessary to implement CCMD campaign and contingency plans. It assesses CCMD reporting of readiness to conduct CPG and JSCP-directed adversarial competition and IW missions, and IW-related research & development and innovation efforts across the Department's innovation, research, and development centers, as well as other IW-related issues as directed by the Chairman. The JIWA provides recommendations to mitigate shortfalls and exploit opportunities identified during the assessment.

g. Joint Medical Estimate (JME). The Joint Staff Surgeon prepares the annual JME. The JME provides an independent assessment of the Joint Force's operational medical capabilities in support of the NMS, and provides potential shortfalls and barriers to providing health care to Service members during the full range of military operations. The JME assists the Chairman in

formulating military advice, drawing data and analysis from the AJA Survey, DRRS, IPLs, and other inputs.

5. Chairman's Net Assessments. As directed by the Chairman, the Director for Force Structure, Resources, and Assessments, J-8, collaborates with relevant CCMDs to produce net assessments that focus on a single adversary. These net assessments directly inform the JMNA.

6. Joint Military Net Assessment (JMNA)

a. The Director, J-8, is responsible for developing, staffing, reviewing, and preparing the JMNA. It is the capstone Joint Staff assessment product.

b. The JMNA is an integrated assessment of the Joint Force's ability to execute the NMS, both today and through the FYDP. It provides an overarching view of comprehensive joint readiness, incorporating capacity, capability, and readiness against strategically informed areas of competition to each of the priority challenges.

c. The JMNA synthesizes existing JSPS assessments and analyses, incorporating quantitative and qualitative data to provide a holistic view of comprehensive Joint Force readiness and the ability to execute the entirety of the NMS. As a diagnostic, the JMNA strives to determine the Joint Force's degree of competitive advantage regarding force employment and its trajectory toward force development and force design.

d. The JMNA directly informs annual CPR development. The CPR is the Chairman's direct input to the DPG and thus represents advice to the SecDef on programming priorities. Enclosure G explains the CPR and Enclosure H depicts the DPG's relationship to the JSPS.

7. Supplemental Information

a. The following documents provide additional information on the topics discussed in this enclosure.

(1) United States Code, Title 10.

(2) DoDD 3000.07, "Irregular Warfare," 24 August 2014 (Change 1: 12 May 2017).

(3) CJCSI 3210.06 Series, "Irregular Warfare", 25 September 2015 (Revision B currently in draft).

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(4) CJCSI 3401.01 Series, “Joint Combat Capability Assessment,” 13 April 2010 (Revision E; current as of 19 May 2014).

(5) CJCSM 3105.01 Series, “Joint Risk Analysis,” 14 October 2016.

(6) CJCS Guide 3401 Series, “Guide to the Chairman’s Readiness System, 15 November 2010 (Revision E currently in draft).

b. See Enclosure J for the full list of references and related documents used throughout this instruction.

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ENCLOSURE E

JOINT CAPABILITY DEVELOPMENT

1. Function Overview

a. Section 153(a)(5) of Title 10, U.S. Code directs the Chairman to accomplish the following actions related to Joint Capability Development:

(1) Identify new joint military capabilities needed to maintain technological and operational superiority of the armed forces, and recommend investments and experiments in such capabilities to the SecDef.

(2) Perform “military net assessments of joint capabilities” of the Armed Forces of the U.S. and its allies in comparison to the capabilities of potential adversaries.

(3) Advise the SecDef on CCMD priority requirements, under section 163(b)(2) of Title 10, U.S. Code.

(4) Advise the SecDef on how Service and CSA “program recommendations and budget proposals” conform with NDS and CCMD priorities.

(5) Advise the SecDef on new and alternative military capabilities, program recommendations, and budget proposals.

(6) Assess joint military capabilities to identify, approve, and prioritize gaps to meet the NDS, pursuant to section 181 of Title 10, U.S. Code (JROC).

(7) Recommend to the SecDef “appropriate trade-offs among life-cycle cost, schedule, performance, and procurement quantity objectives in the acquisition of materiel and equipment.”

b. The Chairman’s statutory function to foster Joint Capability Development is primarily aligned with the Force Development horizon (2-7 years), but also involves the Force Design horizon (5-15 years). The JSPS Comprehensive Joint Readiness and Joint Force Development elements described in Enclosures D and F, including net assessments, directly inform Joint Capability Development analysis and recommendations to *adapt* the force with near-term capabilities development (Force Development horizon) and to *innovate* with long-term capabilities development (Force Design horizon).

c. The JSPS elements aligned with this function are the JROC and the JCIDS. JSPS also supports the Department's PPBE process. These three elements foster the horizontal integration of planning, resource prioritization, current readiness, and future Joint Force development. Additionally, these elements are responsive to high-priority CCMD requirements; Service, U.S. Special Operations Command, and U.S. Cyber Command FYDP institutional strategies; and requirements beyond the FYDP.

2. Joint Requirements Oversight Council (JROC). Section 181 of Title 10, U.S. Code establishes the JROC, chaired by the Vice Chairman of the Joint Chiefs of Staff (VCJCS). The JROC directly supports the Chairman's Joint Capability Development function pursuant to section 153(a)(5) of Title 10, U.S. Code. Specifically, the JROC assesses joint military capabilities; identifies and prioritizes gaps; reviews and validates proposed capabilities intended to fill gaps; develops recommendations for program cost and fielding targets; establishes and approves joint performance requirements; reviews capability requirements for any existing or proposed solution; and identifies new joint military capabilities based on advances in technology, concepts, and alternatives to acquisition programs (reference i). Through these efforts, the JROC serves as the Chairman's global integration entity for Joint Capability Development.

3. Joint Capabilities Integration and Development System (JCIDS). The Director, J-8, is responsible for the JCIDS. The JCIDS is a needs-driven joint capability requirements validation process that directly supports the JROC in identifying, approving, and prioritizing joint military requirements and validating capability solutions to fulfill gaps in joint military requirements (reference i). JCIDS is an integrated collaborative process driven by the NMS and informed by SecDef-level strategic direction in the NDS and DPG. The objective is to develop Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) solutions that are affordable, militarily useful, operationally effective, and supportable in a technologically mature operational environment.

a. Capability Requirement Document. The JCIDS process provides the baseline for documentation, review, and validation of new capability requirements expressed in capability requirement documents. Requirement documents come from many sources and can reflect the translation of emerging Joint and Service concepts into new capability requirements. Enclosure F includes a discussion of how concepts influence capability development. Examples of capability requirement documents include Initial Capabilities Documents, Joint DOTMLPF-P Change Recommendations, Capability Development Documents, and Joint Urgent Operational Need and Joint Emergent Operational Need documents. JROC decisions on JCIDS

capability recommendations are formalized in a JROC Memorandum (JROCM) signed by the VCJCS. See CJCSI 5123.01 Series for a detailed discussion of each capability document and the associated processes.

b. Capability Portfolio Management Review (CPMR). As directed by the JROC and at a minimum every fiscal year, each Functional Capabilities Board (FCB) will deliver one or more CPMR(s) to the JROC for a specific JCA portfolio to support the determination of the Joint Staff, Services, and other DoD components' positions for the annual Program and Budget Review (PBR) and inform capability development across the DoD. CPMRs will address opportunities, challenges, risk, and trade-space associated with specific priority portfolios that enable the DoD's strategic objectives. Informed by the Joint Staff, Services, CCMDs, and DoD level analysis and assessments, CPMRs will offer the JROC options to optimize capability investments in priority gap areas while mitigating risk. As needed, the Director, J-8, or the JROC will provide CPMR guidance and priorities to the FCB Chairs. See JROCM 053-20 and CJCSI 5123.01H, Charter of the JROC and Implementation of the JCIDS.

c. Capability Gap Assessment (CGA). The CGA is an annual JROC-led capability portfolio review, coordinated by the Director, J-8. The CGA examines CCMD IPLs submitted in the AJA Survey along with crisis and risk drivers articulated in the CRA and informs the ARCCR, which is submitted to Congress (discussed in Enclosure D). The CGA process mitigates CCMD mission shortfalls, supports the development of future capabilities, provides the CCMDs a voice in capability development and resourcing, and supports JMNA and CPR development. The CGA assesses capability gaps in the current and planned force from various perspectives and echelons. One or more FCBs evaluate each capability gap and make mitigation recommendations. Decisions to take action on each gap will be made at appropriate levels. The JROC's CGA recommendation is formalized in a JROCM signed by the VCJCS. This CGA JROCM is a key input to the JMNA. The JMNA, in turn, shapes the CPR. The JMNA and CPR were introduced in Enclosure D and the CPR is further discussed in Enclosure G.

4. Support to Planning, Programming, Budgeting, and Execution (PPBE). The PPBE process is the SecDef's institutional strategic planning system and the primary decision making process for translating strategic guidance into resource allocation decisions (reference j). Consistent with Title 10, U.S. Code, the Chairman and the Joint Staff interface with the PPBE process at all phases. The Joint Staff J-8 is the Joint Staff focal point for PPBE support activities and the principal staff contact on these matters for the CCMDs, Services, NGB, and OSD. As discussed in Enclosures D and G, the Chairman's primary input to the PPBE process is the CPR. During the annual PBR, the Joint Staff participates in issue teams led by the Office of Cost Assessment and Program

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Evaluation. Through these teams, the Joint Force assesses Service programs, reviews CCMD and other agency issue nomination submissions, helps develop alternatives to address changes to Service programs, and adjudicates issue nominations.

5. Supplemental Information

a. The following documents provide additional information on the topics discussed in this enclosure.

(1) United States Code, Title 10.

(2) DoD Directive 7045.14, "The Planning, Programming, Budgeting, and Execution (PPBE) Process," 25 January 2013, Incorporating Change 1, 29 August 2017.

(3) CJCSI 3030.01 Series, "Implementing Force Development and Design," 3 December 2019.

(4) CJCSI 5123.01 Series, "Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)," 31 August 2019 (Revision H).

(5) CJCSI 8501.01 Series, "Chairman of the Joint Chiefs of Staff, Combatant Commanders, Chief, National Guard Bureau, and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution Process," 21 August 2012 (Revision B).

(6) JCIDS Manual, "Manual for the Operation of the Joint Capabilities Integration and Development System," 31 August 2018.

(7) JROC Memorandum 053-20, "JROC Strategic Focus and Guidance on FCB Capability Portfolio Management," 16 July 2020.

b. See Enclosure J for the full list of references and related documents used throughout this instruction.

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ENCLOSURE F

JOINT FORCE DEVELOPMENT ACTIVITIES

1. Function Overview

a. Section 153(a)(6) of Title 10, U.S. Code directs the Chairman to accomplish the following actions to develop the Joint Force:

- (1) Develop “doctrine for the joint employment of the armed forces.”
- (2) Formulate policies, standards, and actions for the “joint training of the armed forces.”
- (3) Formulate policies for the “military education of members of the armed forces.”
- (4) Formulate Joint Force concept “development and experimentation” policies.
- (5) Gather, develop, and disseminate Joint Force lessons learned.
- (6) Advise the SecDef on the development, integration, and interoperability of joint command, control, communications, and cyber capability.

b. The Chairman’s statutory function to manage Joint Force Development activities is primarily aligned with the Force Design horizon (5-15 years), but also involves the Force Development horizon (2-7 years). Strategic forecasting in such documents as the NDS about current and future areas of competition plays a significant part in identifying gaps in our existing approaches and capabilities. Concepts, wargaming and experimentation, exercises, training, lessons learned, doctrine, and education contribute to developing the Joint Force and improving Comprehensive Joint Readiness. Concepts, wargaming and exercises, and lessons learned inform efforts to *adapt* through current capability development (Force Development horizon) as well as drive efforts to *innovate* through the development of future joint capabilities (Force Design horizon). Doctrine, education, and training provide the tools necessary to prepare the Joint Force to use new or modernized materiel and non-materiel capabilities. Joint Capability Development is discussed in Enclosure E.

c. The Director for Joint Force Development, J-7, is responsible for the following JSPS elements aligned with this function: Joint Operating Environment (JOE; in coordination with Defense Intelligence Agency (DIA)), the

Family of Joint Concepts (FoJC), wargaming and experimentation, the Joint Exercise Program (JEP) and Chairman's Exercise Program (CEP), the Global Integration Campaign of Learning (GICoL), Globally Integrated Exercises (GIE), the Chairman's Guidance for Training and Exercise Support to Global Integration (CJTG), the Joint Lessons Learned Program (JLLP), Joint Doctrine Development, and Joint Professional Military Education (JPME). See CJCSI 3030.01 Series, "Implementing Force Development and Design," 03 December 2019 for additional details.

d. The Director for C4/Cyber, J-6, provides inputs on "joint command, control, communication, and cyber capability" through the JCIDS, supports PPBE, and indirectly informs Defense Acquisition System decisions. Enclosure E includes a discussion of JCIDS and PPBE.

2. Joint Operating Environment (JOE). The JOE builds on the DIA published Joint Strategic Assessment and provides insights into the dominant trends affecting the security environment and their implications for future military operations. This publication expresses the Chairman's direction to provide a common, long-term perspective on challenges to the Joint Force. It is developed by the Joint Staff J-7 with support from DIA and is published every four years. The JOE is used across the DoD to understand emerging operational trends for Joint Concept Development.

3. Family of Joint Concepts (FoJC). Joint Concepts extend the framework of the NMS by envisioning future challenges and proposing alternative approaches for addressing the NDS critical challenges. The FoJC proposes alternative methods of operating and related capabilities to maintain military advantage against current and emerging threats across the force employment, development, and design horizons. It yields an integrated "concept to capabilities" approach to rapidly integrate innovative ideas and disruptive technologies for competitive advantage. The FoJC includes the Capstone Concept for Joint Operations (CCJO), Joint Warfighting Concept (JWC), Supporting Joint Concepts, and Concepts of Operation (CONOPS). The Joint Concept Development Program is governed by the CJCSI 3030.01 and 3010.02 Series.

a. Capstone Concept for Joint Operations (CCJO). The CCJO provides the Chairman's vision for how the Joint Force will operate out to 15 years in the future. It enables the Chairman's role in global integration, providing military guidance and direction for Force Development and Force Design in support of the SecDef. The CCJO is published every four years to coincide with the term of a new Chairman.

b. Joint Warfighting Concept (JWC). The JWC, aligned with strategic direction, provides the Joint Force with broad capabilities, attributes, and operational logic that evolves into a global overarching warfighting concept through a multi-year campaign of learning, enabling the future Joint Force to be the most prepared to support and defend national interests well into the future.

c. Supporting Joint Concepts. Supporting Joint Concepts examine key operational problems and challenges identified in strategic guidance, derived from the CCJO and the JWC, or directed by the Chairman. Supporting concepts contain depth and detail sufficient for examination in wargames, experiments, and other evaluation processes that will ultimately produce specific capability recommendations. The current supporting concepts are for Command and Control, Contested Logistics, Fires, and Information Advantage.

d. Concepts of Operation (CONOPS). CONOPS enable development and testing of alternative approaches for cooperation, competition, and armed conflict by accounting for emerging technologies, identifying and exploiting asymmetries in operational concepts, and validating solutions through rigorous testing and evaluation. CONOPS apply joint concepts, informed by the DPG, within specific operational and threat contexts focused on the integration of emergent or innovative technology into the Joint Force today, while establishing a baseline from which to conduct experiments and generate campaign and mission-level insights that inform investment decisions for the future Joint Force.

4. Wargaming and Experimentation. Wargaming and experimentation enhances JFDD by exploring concepts, capabilities, and future operations and by integrating results of multiple wargames and experiments to inform analysis. They provide objective substantiation, improve the credibility of analysis, enable Senior Leader validity determinations, and provide evidentiary basis for investment decisions. For example, the Globally Integrated Wargame series focuses on the JWC and Supporting Joint Concepts.

5. Exercises, Training, and Lessons Learned

a. Joint Exercise Program (JEP)/Chairman's Exercise Program (CEP). The JEP is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and support their CCP engagement activities. The CEP is designed to improve the capability and readiness of U.S. Forces to perform joint operations through the conduct of regularly scheduled strategic, national-level exercises that examine plans, policies, and procedures under various simulated crisis situations (Tier 1 events).

b. Global Integration Campaign of Learning (GICoL) and Globally Integrated Exercises (GIE). The GICoL provides a series of learning activities in a deliberate and repeatable framework that is focused on the challenges of great power competition, crisis, and conflict. The GICoL culminates in an annual GIE. The GIE:

(1) Improves alignment with OSD and coordination with the whole of government, allies, and partners.

(2) Exercises the development and provision of military advice to the SecDef and the President early in a crisis using the GIF to achieve a return to competition below armed conflict. The GIE also exercises the transition from crisis to conflict, including the designation of supported and supporting commanders, a CCDR's potential transition from a role as a CA to a role as supported commander, cross-command coordination, and JCS and commander interaction to execute globally integrated operations.

(3) Informs updates to GCPs and GIFs.

(4) Informs CCMD strategic and operational (Tier 1) exercises.

c. Chairman's Guidance for Training and Exercise Support to Global Integration (CJTG). The CJTG is an annual notice guide signed by the Chairman providing CCMDs, Services, NGB, the Joint Staff, and other organizations the priorities for joint training and exercises in support of global integration. The CJTG supports Joint Training Plan development.

d. Joint Lessons Learned Program (JLLP). The JLLP is designed to enhance comprehensive joint readiness through the discovery, validation, integration, and evaluation of lessons learned from operations, events, and exercises across the full range of joint operations. Lessons learned that indicate capability gaps exist can also serve as the basis for capability requirements that are submitted through the JCIDS. Enclosure E discusses JCIDS in greater detail.

6. Joint Doctrine Development. Joint Doctrine is written for those who provide strategic direction to Joint Forces, employ Joint Forces, support or are supported by Joint Forces, prepare forces for employment, or train and educate those who will conduct joint operations. Only those doctrinal publications approved by the Chairman and the Director for Joint Force Development, J-7, will be referred to as Joint Publications. See the CJCSI 5120.02 Series and CJCSM 5120.01 Series for detailed discussions on the joint doctrine development system and process, respectively.

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7. Joint Professional Military Education (JPME). The Chairman promulgates policy guidance regarding the education of officers and enlisted members of the armed forces, with a particular emphasis on JPME. The Chairman's Professional Military Education (PME) guidance is part of a larger JCS vision for 21st century Joint Leader Development that intends to develop leaders who are skilled in the art of war and the practical and ethical application of lethal military power. The intent is the development of strategically-minded joint warfighters who can achieve intellectual overmatch, think critically, and creatively evaluate the application of military power in accordance with national strategy, conduct globally integrated operations, and compete and fight under conditions of disruptive change. The Chairman's PME policy (CJCSI 1800.01 and 1805.01 Series) assigns Joint and Service responsibilities for PME/JPME, establishes Desired Leader Attributes for both Officers and Enlisted members of the Armed Forces, articulates Joint Learning Areas, requires an outcomes-based approach, and provides instructions regarding execution, oversight, and assessment of JPME.

8. The Joint Force Integration Cell (JFIC). The JFIC, supported by subject-matter experts from across the Joint Staff, OSD, Combatant Commands, and Services, ensures proactive cross-functional Joint Staff coordination of force development and design efforts. The JFIC is further discussed in CJCSI 3030.01 Series, "Implementing Joint Force Development and Design."

9. Supplemental Information

a. The following documents provide additional information on the topics discussed in this enclosure.

(1) United States Code, Title 10.

(2) CJCSI 1800.01 Series, "Officer Professional Military Education Policy," 15 May 2020 (Revision F).

(3) CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy," 15 May 2015 (Revision B).

(4) CJCSI 3010.02 Series "Guidance for Developing and Implementing Joint Concepts," 7 August 2016 (Revision E; current as of 16 August 2018).

(5) CJCSI 3030.01 Series, "Implementing Force Development and Design," 3 December 2019.

(6) CJCSI 3150.25 Series, "Joint Lessons Learned Program," 31 January 2018 (Revision G).

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(7) CJCSI 3500.01 Series, “Joint Training Policy for the Armed Forces of the United States,” 13 January 2020 (Revision J).

(8). CJCSI 5120.02 Series, “Joint Doctrine Development System,” 05 January 2015 (Revision D).

(9) CJCSM 5120.01 Series, “Joint Doctrine Development Process,” 29 December 2014 (Revision A).

(10) CJCS Guide 3500.01, “Chairman’s Guidance for Training and Exercise Support to Global Integration,” 31 January 2019.

(11) JCS Guidance and Vision for PME and Talent Management, 1 May 2020.

b. See Enclosure J for the full list of references and related documents used throughout this instruction.

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ENCLOSURE G

GLOBAL MILITARY INTEGRATION

1. Function Overview

a. Section 153(a)(3) of Title 10, U.S. Code directs the Chairman to provide advice to the President and the SecDef “in matters relating to global military strategic and operational integration.” Title 10 explicitly acknowledges the global “transregional, multi-domain, and multifunctional threats” facing the Joint Force, and directs the Chairman to provide the President and the SecDef advice on “ongoing military operations.” The Chairman also provides advice to the SecDef on “the allocation and transfer of forces” among CCMDs.

b. The Chairman, through these global military integration responsibilities, guides coordination across geographic, functional, and Service seams to ensure the Joint Force collectively expands its competitive advantages across a range of global challenges. To this end, the Chairman develops military advice on global posture, readiness, and risk.

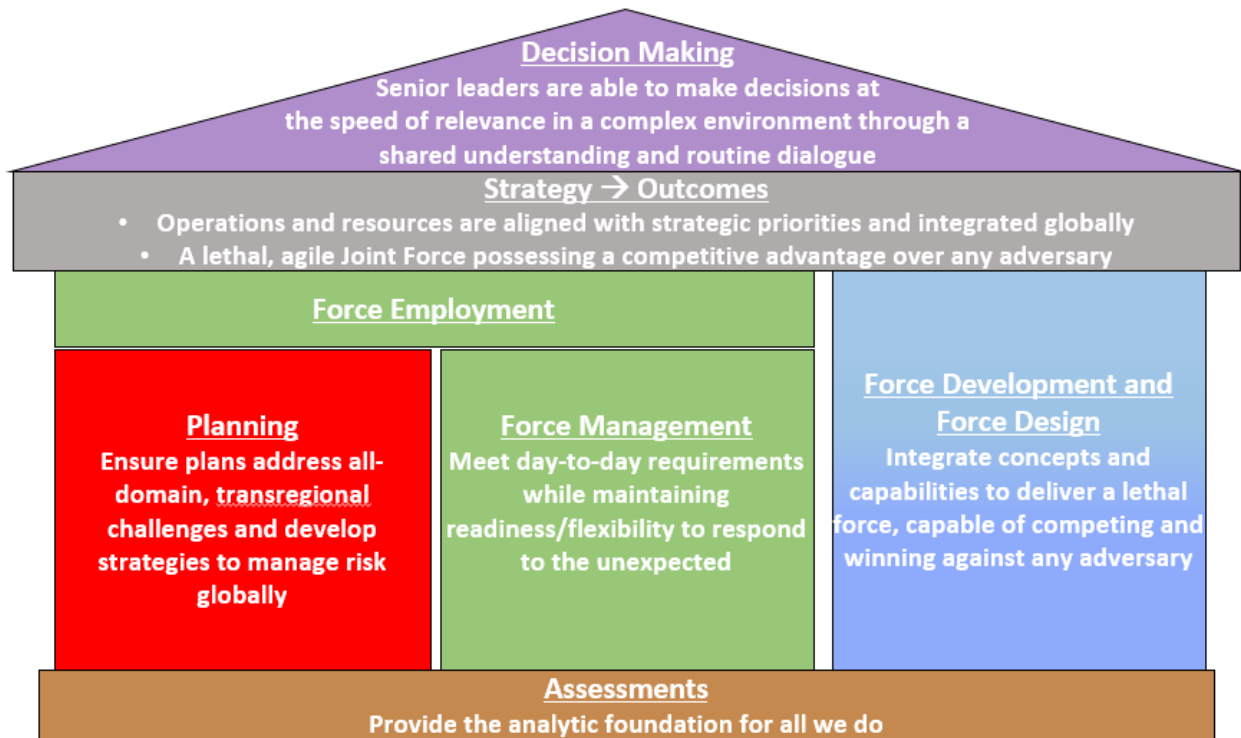


Figure 3. Global Integration Model

c. The broad concept of global integration, as defined in Enclosure A, is the conceptual foundation for all JSPS functions. All JSPS activity across the three horizons of Force Employment, Force Development, and Force Design is

conducted to enable the Chairman to provide advice to the SecDef and President. Figure 3 provides a conceptual model of how global integration is achieved through the integration of planning, force management, force development, and force design—all undergirded by assessments—to enable senior leader decision making to translate strategy to outcomes.

(1) NMS: The Chairman’s primary, formal military advice is the NMS, discussed in Enclosure B.

(2) Beyond the NMS, the Chairman provides advice as “the principal military advisor to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense” through (reference a):

- (a) Formal memorandums on a wide variety of issues.
- (b) Unified Command Plan.
- (c) Chairman’s Risk Assessment.
- (d) Global Campaign Plans, see Enclosure C.
- (e) Global Integration Framework, see Enclosure C.
- (f) Global Force Management Implementation Guidance.
- (g) Global Force Management Allocation Plan.
- (h) Chairman’s Program Recommendation.

2. Unified Command Plan (UCP). The Director, J-5, is responsible for developing, staffing, reviewing, and preparing the UCP for the Chairman’s and SecDef’s review and the President’s approval. The UCP provides basic guidance from the President to the CCDRs, establishes broad missions and responsibilities, delineates physical boundaries, and specifies CCDR responsibilities (reference k). Section 161(b) of Title 10, U.S. Code requires that the Chairman, not less than every 2 years, review and recommend any changes to the “missions, responsibilities (including [physical] boundaries), and force structure of each combatant command.” This review and recommendation constitutes the Chairman’s advice to the SecDef and the President.

3. Chairman’s Risk Assessment (CRA). The Director, J-5, is responsible for developing, reviewing, and preparing the CRA for the Chairman’s signature. This classified assessment of risk fulfills multiple roles.

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a. Section 153(b)(2) of Title 10, U.S. Code mandates the primary role of the CRA. It directs the Chairman to prepare an assessment of military strategic risks to U.S. interests and military risks in executing the NMS (i.e., risks to the NMS mission areas).

b. The Chairman submits the annual risk assessment through the SecDef to Congress no later than 15 February. Title 10, U.S. Code further directs the SecDef, when transmitting the risk assessment to Congress, to include a risk mitigation plan for all areas of significant risk, or higher, associated with the NMS and for deficiencies identified in force capabilities for contingency plans.

c. The CRA also informs NMS revisions and the JMNA. The JMNA is discussed in Enclosure D.

d. Primary inputs to the CRA are the JSIRA and the AJA Survey responses from CCMDs, Services, and NGB. The JSIRA and AJA Survey are discussed in Enclosures A and D.

4. Global Campaign Plans and Global Integration Frameworks. Enclosure C discusses GCPs and GIFs in detail.

5. Global Force Management Implementation Guidance (GFMIG). The Director, J-8, is responsible for developing, staffing, reviewing, and preparing the GFMIG for the Chairman's review and the SecDef's approval. The GFMIG provides guidance from the SecDef for the GFM processes of directed readiness, assignment, allocation, apportionment, and assessment (reference 1). These processes account for strategic uncertainty by prioritizing the maintenance of capacity and capabilities for major combat, while providing options for proactive and scalable force employment. This ensures that resource allocation is aligned with strategy, enables the Joint Force to meet CCMD requirements while building readiness, ensures the ability to respond to the unexpected, and provides strategic predictability to our Allies and operational unpredictability to our adversaries. As such, it outlines the Chairman's advice and SecDef's guidance regarding directed readiness, assignment, allocation, and apportionment of the Joint Force.

a. Directed Readiness Tables (DRTs). DRTs present the supply and demand for forces based upon enumerated demand within campaign and contingency plans. DRT accuracy requires CCMD utilization of the Joint Staff and Services for planning and resourcing. The Joint Staff provides oversight and a global strategic outlook for global integration and force employment. The Service Secretaries and Chiefs, in accordance with Title 10, U.S. Code, provide their own input into resourcing ability along with the Services' position on the plans' feasibility. The SecDef-endorsed DRT presents resource-informed

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capacity and availability of force elements that planners must use to develop resource-informed plans, which state risk due to shortfalls.

b. The Forces For Unified Commands Memorandum (“Forces For”). The “Forces For” memorandum and its associated tables document the SecDef’s direction to the Secretaries of the Military Departments to assign forces to CCDRs and the U.S. Element North American Aerospace Defense Command, as well as direction to retain certain forces within the Services. “Forces For” Assignment Tables are published annually, and establish Combatant Command Authority (COCOM) relationships between CCMD and unit(s) assigned to the CCMD to accomplish missions. The command relationship established with assignment is enduring until the SecDef changes the assignment. COCOM of assigned forces fulfills the SecDef’s responsibility in section 164(c)(2) of Title 10, U.S Code to “ensure that a commander of a combatant command has sufficient authority, direction, and control over the commands and forces assigned to the command to exercise effective command over those commands and forces.”

6. Global Force Management Allocation Plan (GFMAP). The Director, J-3, is responsible for developing, staffing, reviewing, and preparing the annual GFMAP for the Chairman’s review and the SecDef’s approval. The GFMAP is the annual deployment order for the Joint Force and is modified, as necessary, to meet emerging or crisis-based requirements (reference m). The GFMAP is informed by the GFMIG and DRT, AJA Survey, GCP assessments, and CSOD process. The GFMAP is developed through a series of GFMBs.

a. Strategic Opportunities (SOs). SOs are foreseeable, strategically significant events that can be leveraged through long-term deliberate planning in order to shape the strategic environment. SOs are deliberately planned for as CSOs in the FY E2 and incorporated in the GFMB process for inclusion in the GFMAP.

b. Dynamic Force Employment Strategic Opportunities (DFE SOs). DFE SOs are unforeseen SOs requiring near-term, proactive operations to shape the strategic environment, demanding agile and timely Joint Force actions that require adjustments to the GFMAP. Sourced through DFE, a construct that uses flexible ready forces to proactively shape the strategic environment while maintaining readiness, these changes are captured and transmitted through the Secretary of Defense Orders Book.

7. Chairman’s Program Recommendation (CPR). The Director, J-8, is responsible for developing, staffing, reviewing, and preparing the annual CPR for the Chairman’s signature. The CPR is the Chairman’s direct input to the DPG and thus represents the Chairman’s military advice to the SecDef on

capability investments and programming priorities. Each CPR is unique: there is no standard format or required contents. However, consistent with section 153(a)(5) of Title 10, U.S. Code, a typical CPR provides a wide range of recommendations to improve comprehensive joint readiness. Thus, it will recommend capabilities and approaches that could improve how the Joint Force employs and sustains the force and ensures the resiliency of critical capabilities. A CPR may also provide recommendations on allies and partners, posture, the defense industrial base, and force sizing. In consideration of the future competitive environment, CPRs recommend new approaches and capabilities.

8. Supplemental Information

a. The following documents provide additional information on the topics discussed in this enclosure.

(1) United States Code, Title 10.

(2) President of the United States, “Unified Command Plan,” 13 January 2021.

(3) Secretary of Defense, “Global Force Management Implementation Guidance,” 3 November 2020.

(4) CJCSI 3110.01 Series, “Joint Strategic Campaign Plan” 22 March 2019 (Revision K).

(5) CJCSM 3051.01 Series, “Execution and Oversight of Global Integration,” pending approval.

(6) CJCSM 3105.01 Series, “Joint Risk Analysis,” 14 October 2016.

(7) CJCSM 3130.06 Series, “Global Force Management Allocation Policies and Procedures,” 12 October 2016 (Revision B).

b. See Enclosure J for the full list of references and related documents used throughout this instruction.

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ENCLOSURE H

LINKAGES AND DEPENDENCIES

1. Overview

a. Figure 4 depicts how the JSPS translates strategic direction to globally integrated outcomes across the three time horizons of Force Employment, Force Development, and Force Design. The figure depicts elements and relationships internal and external to JSPS.

b. Figure 5 illustrates the linkages between JSPS assessments and highlights their role in providing program advice and strategic assessment as well as informing plans and global force management.

c. Figure 6 depicts the nominal JSPS product timeline in a four-year cycle. When product submission dates are prescribed by Title 10, U.S. Code, those dates are depicted with gold diamonds.

d. Figure 7 shows the translation of strategic direction from an updated NSS through the GFM process to the publication of a new GFMAP.

e. Figure 8 shows the translation of strategic direction from an updated NSS through the Force Development and budget process to the submission of the President's Budget to Congress.

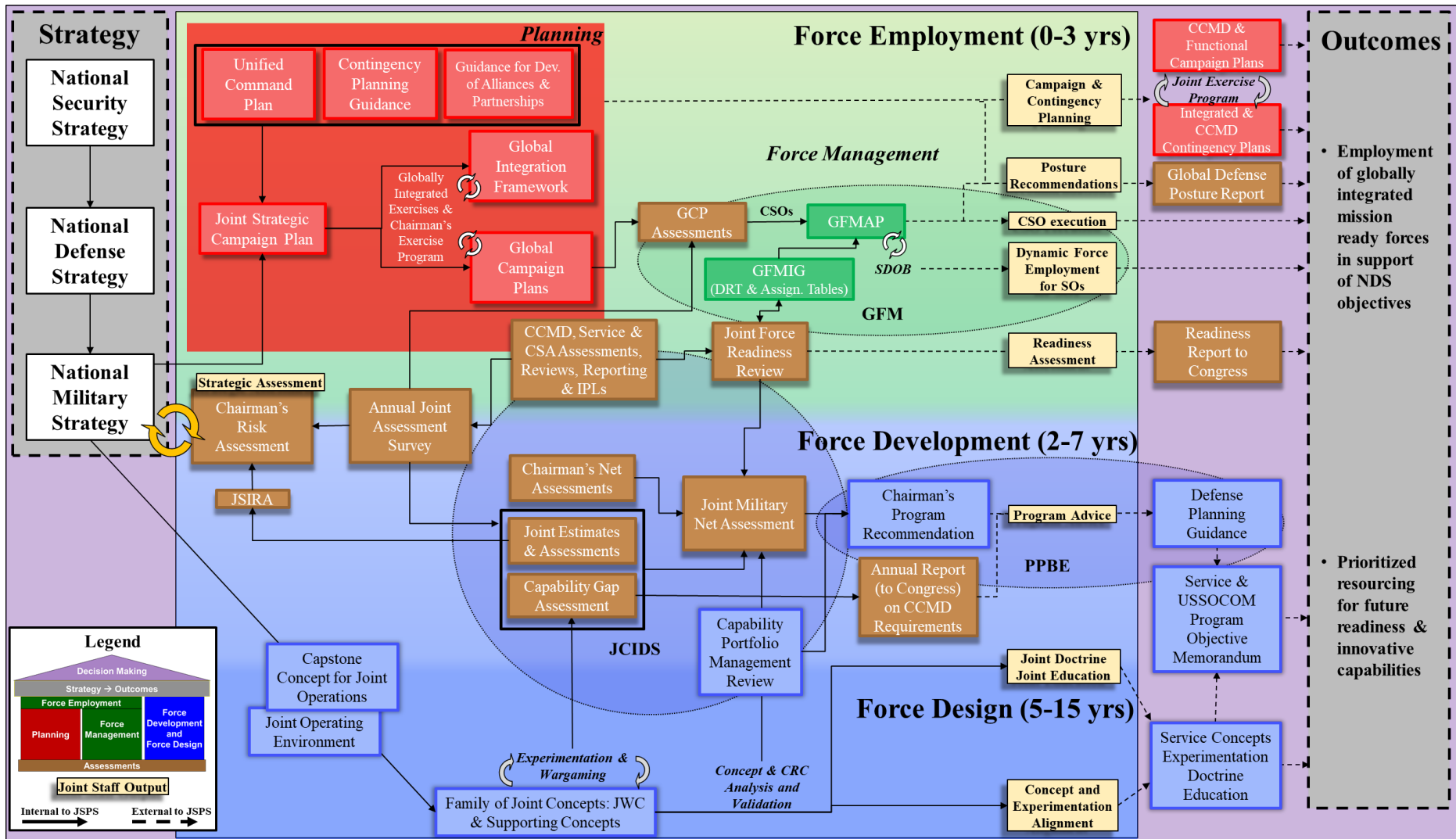


Figure 4. JSPS Products – Translating Strategy to Outcomes

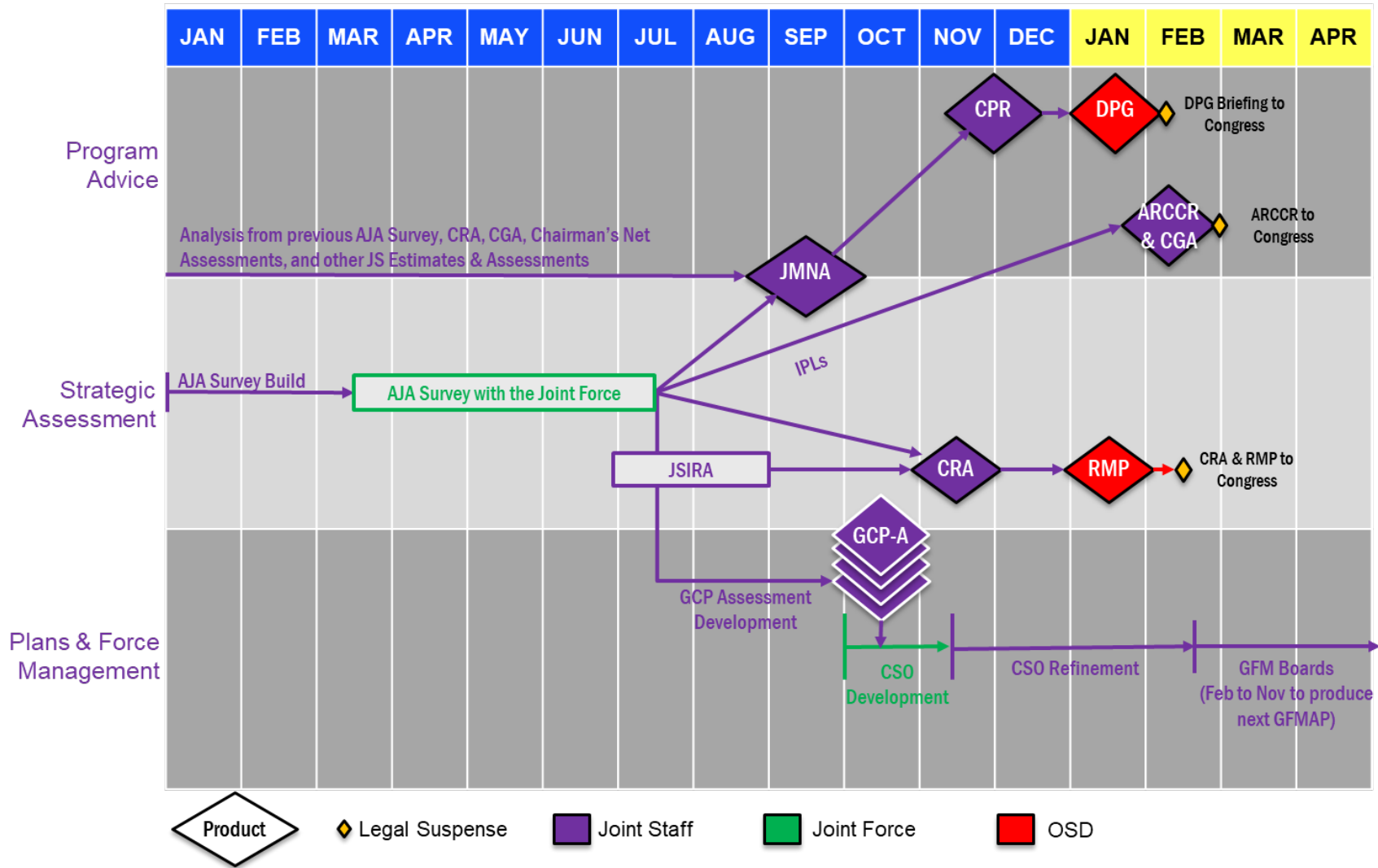


Figure 5. Assessment Timeline Relationships

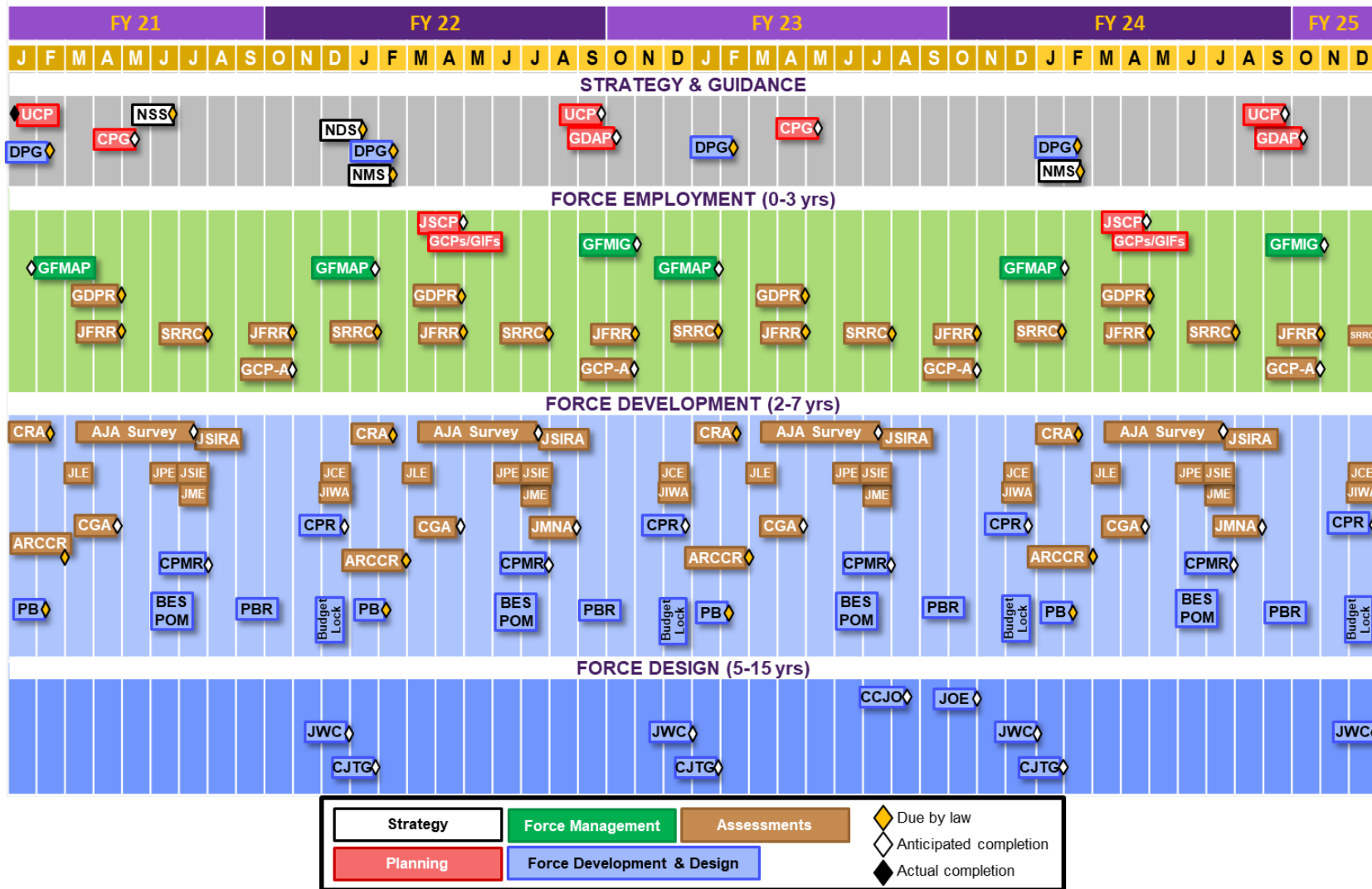


Figure 6. Nominal JSPS Product Timelines

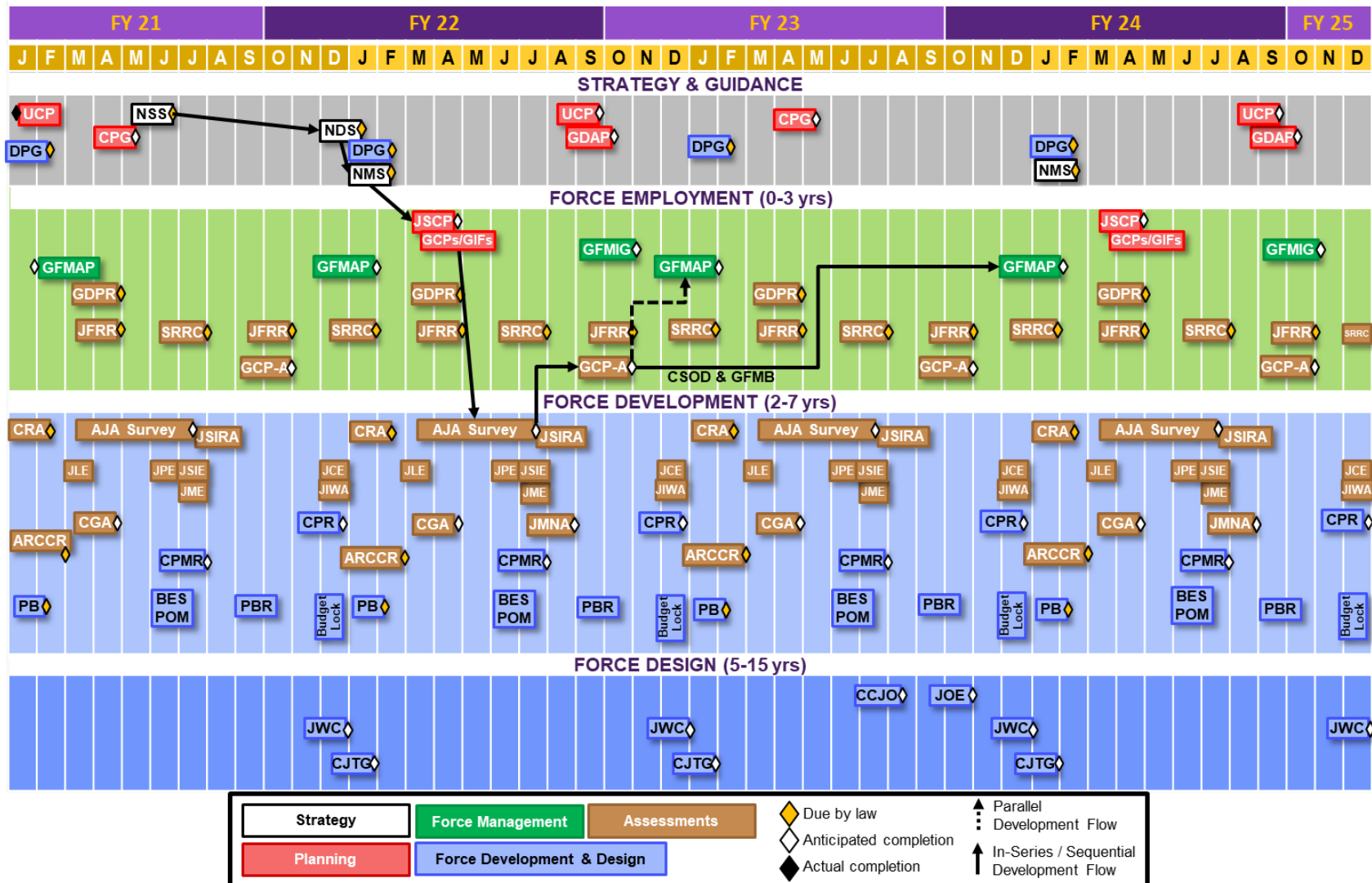


Figure 7. Nominal JSPS Product Timeline: Strategy to Global Force Management

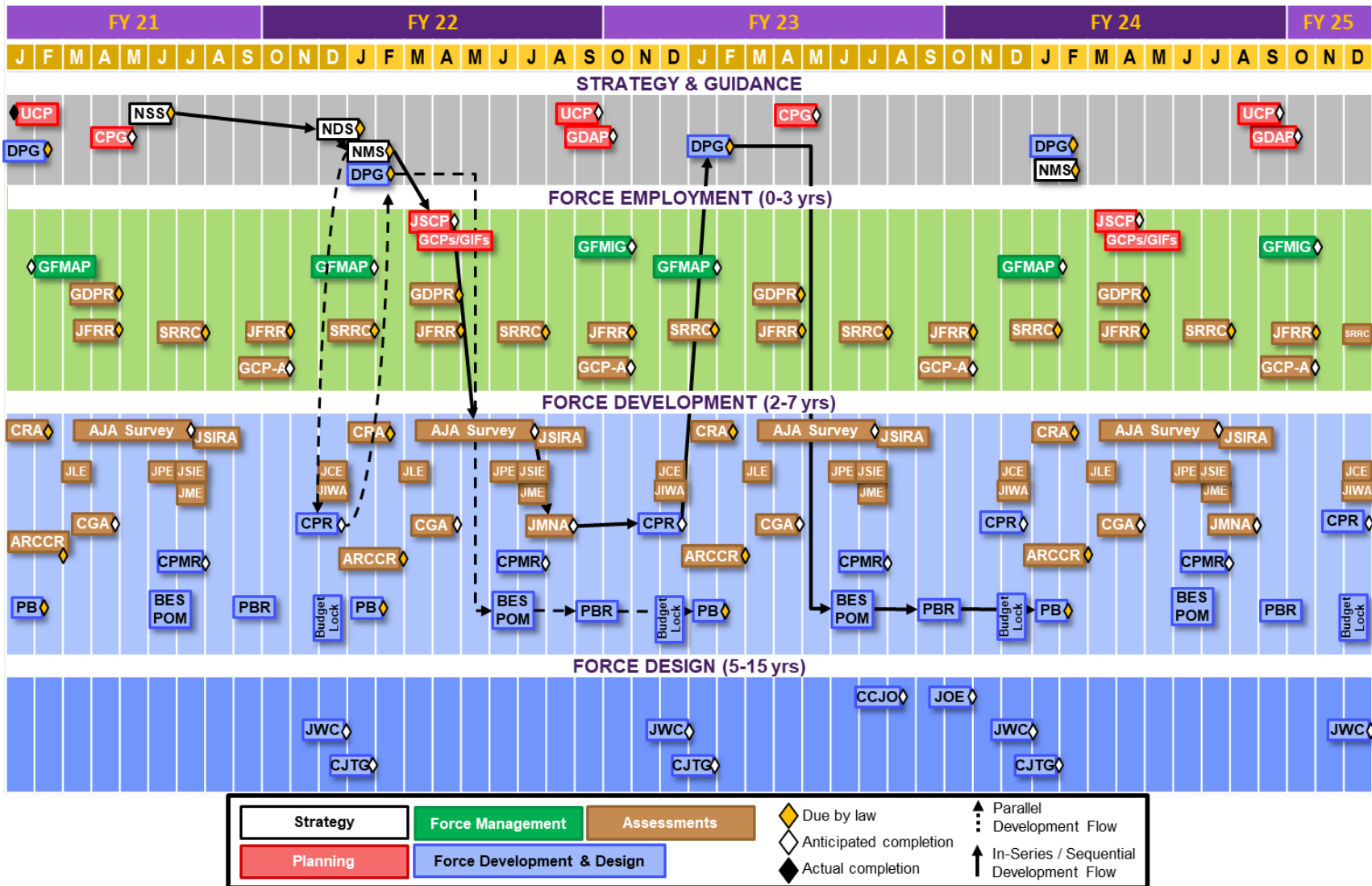


Figure 8. Nominal JSPS Product Timeline: Strategy to Budget

ENCLOSURE I

SUMMARY TABLE OF JSPS ELEMENTS

Column 1: *Italics indicate key products that are not formal elements of the JSPs.*

Column 3: *JS Lead: Office of Primary Responsibility (OPR) unless noted as Office of Coordinating Responsibility (OCR).*

Column 6: *R/O/I: Delivery to Congress is Required, Optional, or Internal to the Department. Additional information provided in the next table.*

Element	Signature Authority	JS Lead	Frequency	Purpose	Deliver to Congress (R/O/I)
Strategic Direction [10 U.S.C., 153(a)(1)]					
<i>National Security Strategy (NSS)</i> <i>50 U.S.C. 3043(a)</i>	President	N/A	As Required	Describes the President's strategic vision for the nation. The NSS highlights the vital interests and grand strategic approach, which the Joint Force uses to frame its military strategy to support broader government efforts.	R
<i>National Defense Strategy (NDS)</i> <i>10 U.S.C. 113(g)(1)</i>	SecDef	J-5 (OCR)	At least every 4 years	Describes the SecDef's vision for the DoD, establishes priorities, and articulates how the DoD contributes to vital national interests directed in the NSS.	R
<i>Defense Planning Guidance (DPG)</i> <i>10 U.S.C. 113(g)(2)</i>	SecDef	J-8 (OCR)	Annually	Describes the SecDef's force planning and development, analytic, and investment priorities for the future Joint Force. The DPG informs the Service and other component POMs.	I
<i>Guidance for Development of Alliances and Partnerships (GDAP)</i>	SecDef	J-5 (OCR)	Every 2 years	Sets forth foundational direction and priorities for achieving a coordinated strategic approach to align and focus the DoD's planning, resourcing, activities, and assessments regarding alliances and partnerships.	O
<i>National Military Strategy (NMS)</i> <i>10 U.S.C. 153(b)(3)(A) & 153(b)(4)</i>	CJCS	J-5	Review even numbered years	Serves as the Chairman's central strategic and planning document; provides strategic direction to the Joint Force regarding plans, force employment, posture, and future force development.	R
Strategic and Contingency Planning [10 U.S.C., 153(a)(2)]					
<i>Contingency Planning Guidance (CPG)</i> <i>10 U.S.C. 113(g)(3)</i>	President	J-5 (OCR)	At least every 2 years	Describes the President's guidance to focus contingency planning efforts across the DoD.	I
<i>Global Defense Posture Report (GDPR)</i> <i>10 U.S.C. 113(g)(4)</i>	SecDef	J-5 (OCR)	Annually	Describes the integrated approach to requirements, trade-offs, and risk across three interdependent posture elements: forces, footprints, and agreements.	R
<i>Joint Strategic Campaign Plan (JSCP)</i>	CJCS	J-5	Review every 2 years	Implements the CPG; Operationalizes the NMS; Chairman's primary document to guide and direct the preparation and integration of Joint Force campaign and contingency plans.	I
<i>Global Campaign Plan (GCP)</i>	SecDef	J-5	Varied	Addresses the most pressing transregional and multi-functional strategic challenges across all domains. Designed to achieve unity of effort in day-to-day campaign activities across CCMDs, Services, NGB, Joint Staff, and interagency.	I
<i>Global Integration Framework (GIF)</i>	SecDef	J-5	Every 2 years as assigned	Strategic framework that integrates Joint Force actions, provides initial crisis options, and identifies potential senior leader decisions based on the global response to a priority challenge.	I
<i>CCMD & Functional Campaign Plans (CCP/FCP)</i>	CCDRs	J-5 (OCR)	Varied	FCPs are plans that deal primarily with a function, activity, service or global requirement. CCPs are the primary plans through which the CCMDs execute day-to-day campaigning.	I
<i>Integrated Contingency Plans (ICP) & CCMD Contingency Plans</i>	CCDRs	J-5 (OCR)	Varied	ICPs are produced by CCMDs and intended to achieve unity of effort across different organizations and complementary plans within a single problem set.	I
Comprehensive Joint Readiness [10 U.S.C., 153(a)(4)]					
<i>Annual Joint Assessment (AJA) Survey</i>	N/A	J-5	Annually	Collects CCMD, Service, and NGB perspectives on the strategic environment, risks, and priorities.	O
<i>Joint Staff Independent Risk Assessment (JSIRA)</i>	N/A	J-5	Annually	Joint Staff collaboration with the intelligence community to develop an independent risk assessment in support of the CRA.	O
<i>Joint Personnel Estimate (JPE)</i>	DJ-1	J-1	Annually	Assesses the Joint Force's ability to fulfill the NMS from a joint personnel readiness perspective	O
<i>Joint Strategic Intelligence Estimate (JSIE)</i>	DJ-2	J-2	Annually	Assesses the global threat environment and the threats posed by adversaries likely to arise in 2 to 10 years and the implications	O
<i>Joint Logistics Estimate (JLE)</i>	DJ-4	J-4	Annually	Assesses the Joint Force's ability to support NMS execution from a logistics perspective	O
<i>Joint C4/Cyber Estimate (JCE)</i>	DJ-6	J-6	Annually	Assesses the Joint Force's ability to support NMS execution from a C4/Cyber perspective	O
<i>Joint Irregular Warfare Assessment (JIWA)</i>	DJ-7	J-7	Annually	Assesses the ability (capability, capacity, posture, readiness, authorities, etc.) of the Joint Force to conduct and support IW operations and activities necessary to implement CCMD campaign and contingency plans.	O

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Joint Medical Estimate (JME)	JS Surgeon	OJSS	Annually	Assess the Joint Force's ability to support NMS execution from a medical readiness perspective	O
Chairman's Net Assessments	DJ-8	J-8	As Required	Provides relevant net assessments that focus on a single adversary or topic as directed by the Chairman. These net assessments directly inform the JMNA.	O
Joint Force Readiness Review (JFRR) 10 U.S.C. 482 NDAA FY20, S. 1790, Title III-E, Sec 361	CJCS	J-3	Twice annually	Serves as the principal strategic readiness assessment of the CRS; analyzes unit, CCMD, Service, and combat support agency readiness data.	R
Semi-annual Readiness Report to Congress (SRRC) 10 U.S.C. 482 NDAA FY20, S. 1790, Title III-E, Sec 361	SecDef	J-3 (OCR)	Twice annually	Provides the strategic readiness assessment across the Joint Force and DoD.	R
Joint Military Net Assessment (JMNA)	CJCS	J-8	At least every 2 years	Serves as the capstone Joint Staff assessment product on comprehensive joint readiness; synthesizes other JSPS assessments.	O
Joint Capability Development [10 U.S.C., 153(a)(5)]					
Capability Gap Assessment (CGA)	CJCS	J-8	Annually	Identifies and assesses joint military requirements; recommends prioritization and resourcing to address risks and gaps.	O
Annual Report on Combatant Command Requirements (ARCCR) 10 U.S.C. 153(c)	CJCS	J-8	Annually	Report to congressional defense committees providing the Chairman's perspective of the extent to which the FYDP addresses Combatant Commanders' IPLs and a description of the funding proposed in the President's Budget (PB) for next FY and other FYDP years to address readiness deficiencies.	R
Capability Portfolio Management Review (CPMR)	VCJCS	J-8	Annually (or as directed)	FCB reports to provide the JROC with options to optimize capability investments in priority gap areas while mitigating risk. Annual CPMRs inform the CPR.	I
Program Objectives Memorandums (POM)	Varied	N/A	Annually	Recommendations from the Services (and Defense Agencies) to the SecDef addressing how they plan to allocate resources to meet planning and programming guidance.	I
Joint Force Development [10 U.S.C., 153(a)(6)]					
Joint Operating Environment (JOE)	DJ-7/DIA	J-7	Chairman's Term Start / As Required	Describes the future operational environment and its military implications.	O
Family of Joint Concepts (FoJC)	CJCS	J-7	Varied	Advances the Joint Force's operational effectiveness and capability employment to meet current and future challenges; includes the CCJO, JWC, and Supporting Joint Concepts.	O
Chairman's Guidance for Training & Exercise Support to Global Integration (CJTG)	CJCS	J-7	Annually	Sets conditions for joint readiness and force development; directs training for globally integrated operations	O
Global Integration Campaign of Learning (GICoL)	N/A	J-7	Varied	A series of learning activities in a deliberate and repeatable framework that is focused on the challenges of great power competition.	O
Globally Integrated Exercises (GIE)	N/A	J-7	Annually	The annual culminating event from the GICoL that improves whole of government and ally and partner alignment, evaluates globally integrated operations, and informs updates to GCPs, GIFs, and Tier 1 exercises.	O
Global Military Integration [10 U.S.C., 153(a)(3)]					
Unified Command Plan (UCP) 10 U.S.C. 161(b)	President	J-5	Review every 2 years	Establishes the President's guidance to Combatant Commanders on missions, responsibilities, and geographic and functional delineations.	R
Chairman's Risk Assessment (CRA) 10 U.S.C. 153(b)(3)(B)	CJCS	J-5	Annually	Assess strategic risk to national interests and military risk to execution of the NMS.	R
Global Force Management Implementation Guidance (GFMIG) 10 U.S. 113(g)(3)	SecDef	J-8	Every 2 years	Implements the strategic direction of the 2018 NDS for directed readiness, assignment, allocation, apportionment, and assessment.	I
Directed Readiness Tables (DRT)	SecDef	J-8	Annually	Top-down directed readiness guidance for force providers, consisting of select force elements, to build readiness for major combat operations and provide proactive and scalable employment options.	I
"Forces For" Memorandum / Assignment Tables	SecDef	J-8	Annually	SecDef guidance to the Secretaries of the Military Departments to assign forces to CCMDs.	I
Global Force Management Allocation Plan (GFMAP) 10 U.S.C. 113(g)(3)	SecDef	J-3	Annually	Provides Chairman's military advice on the annual deployment order for the Joint Force	I
Chairman's Program Recommendation (CPR) 10 U.S.C. 153(a)(7)(A)	CJCS	J-8	Annually	Provides Chairman's military advice to the SecDef on capability investments needed to improve comprehensive joint readiness.	I

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TRANSMISSION OF PRODUCTS TO CONGRESS

Column 1: *Italics indicate key products that are not formal elements of the JSPS*

Column 2: *R/O/I: Delivery to Congress is Required, Optional, or Internal to the Department*

Product	R/O/I	Reference	Due	Notes
Strategic Direction [10 U.S.C., 153(a)(1)]				
<i>National Security Strategy (NSS)</i>	R	50 U.S.C. 3043(a)	NLT 150 days of a new administration. Annually thereafter ICW the PB.	Transmitted in classified form, but may include unclassified summary.
<i>National Defense Strategy (NDS)</i>	R	10 U.S.C. 113(g)(1)	In January, every four years, and intermittently as appropriate.	In years not provided, SecDef will provide in February a report assessing the implementation of the strategy.
<i>Defense Planning Guidance (DPG)</i>	I ¹	10 U.S.C. 113(g)(2)	Annually, February	¹ The provision requires "a comprehensive briefing on the guidance," to the defense committees. This is accomplished via PB/Posture Roll Out.
<i>Guidance for Development of Alliances and Partnerships (GDAP)</i>	O	Established 8OCT20 as SecDef Guidance. No precedence established by OSD to transmit to oversight committees.	Biennial ICW a new NDS or as directed by SecDef.	
<i>National Military Strategy (NMS)</i>	R	10 U.S.C. 153(b)(3)(A) & 153(b)(4)	NLT 15 February of even-numbered years, or as published.	Transmitted in classified form, but may include unclassified summary. SecDef shall transmit comments as appropriate.
Strategic and Contingency Planning [10 U.S.C., 153(a)(2)]				
<i>Contingency Planning Guidance (CPG)</i>	I	10 U.S.C. 113(g)(3)	Every two years, or more frequently as needed.	
<i>Global Defense Posture Report (GDPR)</i>	R	10 U.S.C. 113(g)(4)	NLT 30 April	
<i>Joint Strategic Campaign Plan (JSCP)</i>	I ²	IAW SecDef Policy, SUBJECT: Congressional Requests for Access to Operational Plans and Orders, dtd 8 May 2019	Varies	² USD(P) requires formal request by Committees. USD(P) will consider request for legislative function, Presidential prerogatives, risk of disclosure, and alternatives to release including providing a briefing.
<i>Global Campaign Plans (GCP)</i>				
<i>Global Integration Frameworks (GIF)</i>				
<i>CCMD & Functional Campaign Plans (CCP/FCP)</i>				
<i>Integrated Contingency Plans (ICP) & CCMD Contingency Plans</i>				
<i>EXORDS</i>				
Comprehensive Joint Readiness [10 U.S.C., 153(a)(4)]				
<i>Annual Joint Assessment (AJA) Survey</i>	O	Recent precedence is to treat as internal document.	Varies	
<i>Joint Staff Estimates & Assessments</i>				
<i>Chairman's Net Assessments</i>	O	Recent precedence is to treat as internal document.	Varies	
<i>Joint Force Readiness Review (JFRR)</i>	R	10 U.S.C. 482	Semi Annual; NLT 30 days after 1st & 3rd QTR CY	As of FY20, reports are transmitted in tandem.
<i>Readiness Report to Congress</i>	R	NDA FY20, S. 1790 - Title III - Subtitle E - Sec 361		
<i>Joint Military Net Assessment (JMNA)</i>	O	Precedence is to transmit to defense committee staff.	Upon Completion	Precedence established by CJCS19. SecDef is required to transmit DoD Net Assessment ICW PB submission IAW 10 U.S.C. 113(i)

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Joint Capability Development [10 U.S.C., 153(a)(5)]				
Capability Gap Assessment (CGA)	O	Recent precedence is to treat as internal document.	Varies	
Annual Report on Combatant Command Requirements (ARCCR)	R	10 U.S.C. 153(c)	NLT 25 days following submission of PB	Includes consolidated CCMD IPLs.
Capability Portfolio Management Review (CPMR)	I	No precedence to date	Annually	
<i>Program Objective Memorandums (POM)</i>	<i>I</i>	<i>32 C.F.R. 286h.3(b)(5)(ii) & (iii) addresses release</i>	<i>N/A</i>	<i>Exceptions can be made after coordination by OGC and USD(P).</i>
Joint Force Development [10 U.S.C., 153(a)(6)]				
Joint Operating Environment (JOE)	O	Precedence is to transmit to defense committee staff.	Upon Completion	
Capstone Concept for Joint Operations (CCJO)	O	Precedence is to transmit to defense committee staff.	Upon Completion	
Joint Warfighting Concept (JWC)	O	Precedence is to brief and host JWC-oriented Staff Delegations. No precedence established to transmit pending initial JWC.	Varies	
Other elements of the Family of Joint Concepts (FoJC)	O	No precedence to date	Varies	
Service Concepts, Experimentation, Doctrine & Education	O	Varies based on SecDef's, the Chairman's, and Services' discretion	Varies	
Global Integration Campaign of Learning (GICoL) & Globally Integrated Exercises (GIE)	O	Precedence is to invite defense committee staff to view and attend AAR	As scheduled	Precedence established by CJCS20
Global Military Integration [10 U.S.C., 153(a)(3)]				
Unified Command Plan (UCP)	R	10 U.S.C. 161(b)	NLT 60 days following establishment of a new CCMD or significantly revising the missions, responsibilities, or force structure of an existing CCMD.	Responsibility to transmit retained by the President.
Chairman's Risk Assessment (CRA)	R	10 U.S.C. 153(b)(3)(B)	NLT 15 February of each year.	Transmitted in classified form, but may include unclassified summary. SecDef shall transmit comments as appropriate.
Global Force Management Implementation Guidance (GFMIG)	I ³	10 U.S.C. 113(g)(3); Precedence is to provide GFMAP briefs upon request of defense committees.	Every two years, or more frequently as needed.	³ Informs Global Defense Posture Report
Global Force Management Allocation Plan (GFMAP)	I ³			
Chairman's Program Recommendation (CPR)	I	10 U.S.C. 153(a)(7)(A)	Annually	Internal recommendation to SecDef.
<i>Other Operational or Intelligence Products</i>	<i>O</i>	<i>Each request is evaluated by Joint Staff Legislative Affairs, affected Joint Staff Directorate, DJS, and/or the Chairman on a case-by-case basis unless a specific precedence is established.</i>	<i>N/A</i>	<i>Considerations include:</i> <ul style="list-style-type: none"> - <i>Legislative Function</i> - <i>Classification</i> - <i>Reciprocity to other defense committees</i> - <i>Alternatives</i>

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ENCLOSURE J

PART I -- REFERENCES

- a. United States Code, Title 10.
- b. Chairman of the Joint Chiefs of Staff, "National Military Strategy," June 2018.
- c. CJCSM 3105.01 Series, "Joint Risk Analysis," 14 October 2016.
- d. JSM 5100.01 Series, "Organizations and Functions of the Joint Staff," 16 October 2020 (Revision F).
- e. CJCSI 3110.01 Series, "Joint Strategic Campaign Plan," 22 March 2019 (Revision K).
- f. Secretary of Defense, "Guidance for Development of Alliances and Partnerships," 8 October 2020 (FY 2020-2022).
- g. DoDI 3000.15, "Plan Review and Approval Process," 3 November 2020.
- h. CJCS Guide 3401 Series, "Guide to the Chairman's Readiness System, 15 November 2010 (Revision E currently in draft).
- i. CJCSI 5123.01 Series, "Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)," 31 August 2019 (Revision H).
- j. DoDD 7045.14, "The Planning, Programming, Budgeting, and Execution (PPBE) Process, 25 January 2013, Incorporating Change 1, 29 August 2017.
- k. President of the United States, "Unified Command Plan," 13 January 2021.
- l. Secretary of Defense, "Global Force Management Implementation Guidance," 3 November 2020.
- m. CJCSM 3130.06 Series, "Global Force Management Allocation Policies and Procedures," 12 October 2016 (Revision B).

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PART II -- RELATED

1. President of the United States, "National Security Strategy of the United States of America," 19 December 2017.
2. President of the United States, "Contingency Planning Guidance," January 2019.
3. Secretary of Defense, "National Defense Strategy," January 2018.
4. Secretary of Defense, "Defense Planning Guidance," 13 March 2020 (FY 2022-2026).
5. DoDI 3000.12, "Management of Global Defense Posture (GDP)," 6 May 2016 (Change 1: 8 May 2017).
6. DoDD 3000.07, "Irregular Warfare," 24 August 2014 (Change 1: 12 May 2017).
7. DoDD 5100.01, "Functions of the Department of Defense and Its Major Components," 21 December 2010 (Change 1: 17 September 2020).
8. CJCSI 1800.01 Series, "Officer Professional Military Education Policy," 15 May 2020 (Revision F).
9. CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy," 15 May 2015 (Revision B).
10. CJCSI 3010.02 Series "Guidance for Developing and Implementing Joint Concepts," 7 August 2016 (Revision E; current as of 16 August 2018).
11. CJCSI 3030.01 Series, "Implementing Force Development and Design," 3 December 2019.
12. CJCSI 3141.01 Series, "Management and Review of Campaign and Contingency Plans," 31 January 2019 (Revision F).
13. CJCSI 3150.25 Series, "Joint Lessons Learned Program," 31 January 2018 (Revision G).
14. CJCSI 3210.06 Series, "Irregular Warfare", 25 September 2015 (Revision B currently in draft).

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15. CJCSI 3401.01 Series, "Joint Combat Capability Assessment," 13 April 2010 (Revision E; current as of 19 May 2014).
16. CJCSI 3500.01 Series, "Joint Training Policy for the Armed Forces of the United States," 13 January 2020 (Revision J).
17. CJCSI 5120.02 Series, "Joint Doctrine Development System," 05 January 2015 (Revision D).
18. CJCSI 5705.01 Series, "Standardization of Military and Associated Terminology," 14 September 2017.
19. CJCSI 8501.01 Series, "Chairman of the Joint Chiefs of Staff, Combatant Commanders, Chief, National Guard Bureau, and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution Process," 21 August 2012 (Revision B).
20. CJCSM 3051.01 Series, "Execution and Oversight of Global Integration," pending approval.
21. CJCSM 5115.01 Series, "Priority Challenge Cross-Functional Teams," 30 March 2018.
22. CJCSM 5120.01 Series, "Joint Doctrine Development Process," 29 December 2014 (Revision A).
23. CJCS Guide 3500.01, "Chairman's Guidance for Training and Exercise Support to Global Integration," 31 January 2019.
24. JP 5-0, "Joint Planning," 1 December 2020.
25. JCS Guidance and Vision for PME and Talent Management, 1 May 2020.
26. JSM 5100.01 Series, "Organizations and Functions of the Joint Staff," 16 October 2020 (Revision F).
27. JCIDS Manual, "Manual for the Operation of the Joint Capabilities Integration and Development System," 31 August 2018.
28. JROC Memorandum 053-20, "JROC Strategic Focus and Guidance on FCB Capability Portfolio Management," 16 July 2020

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GLOSSARY

ABBREVIATIONS AND ACRONYMS

AJA Survey	Annual Joint Assessment Survey
ARCCR	Annual Report on Combatant Command Requirements
C4	Command, Control, Communications, and Computers
CA	Coordinating Authority
CCDR	Combatant Commander
CCJO	Capstone Concept for Joint Operations
CCMD	Combatant Command
CCP	Combatant Command Campaign Plan
CEP	Chairman's Exercise Program
CFT	Cross-Functional Team
CGA	Capability Gap Assessment
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CJTG	Chairman's Guidance for Training and Exercise Support to Global Integration (Chairman's Joint Training Guidance)
COCOM	Combatant Command authority
CONOP	Concept of Operations
CPG	Contingency Planning Guidance
CPMR	Capability Portfolio Management Review
CPR	Chairman's Program Recommendation
CRA	Chairman's Risk Assessment
CRS	Chairman's Readiness System
CSA	Combat Support Agency
CSO	Consolidated Strategic Opportunity

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CSOD	Consolidated Strategic Opportunities Development
CSODWG	CSOD Working Group
DCR	(Joint) DOTMLPF-P Change Recommendation
DD-JSP	Deputy Director for Joint Strategic Planning
DFE	Dynamic Force Employment
DFE SO	Dynamic Force Employment Strategic Opportunity
DIA	Defense Intelligence Agency
DJS	Director of the Joint Staff
DJ-#	Director, J-# (e.g., Director, J-5 is DJ-5)
DoD	Department of Defense
DoDI	Department of Defense Instruction
DoDD	Department of Defense Directive
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
DPG	Defense Planning Guidance
DRRS	Defense Readiness Reporting System
DRT	Directed Readiness Tables
EXORD	Execute Order
FCB	Functional Capabilities Board
FCP	Functional Campaign Plan
FoJC	Family of Joint Concepts
FY	Fiscal Year
FY E2	Fiscal Year Execution +2
FYDP	Future Years Defense Program
GCP	Global Campaign Plan
GDAP	Guidance for Development of Alliances and Partnerships
GFM	Global Force Management

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GFMAP	Global Force Management Allocation Plan
GFMB	Global Force Management Board
GFmig	Global Force Management Implementation Guidance
GICoL	Global Integration Campaign of Learning
GIE	Globally Integrated Exercises
GIF	Global Integration Framework
GO/FO	General Officer/Flag Officer
GPEC	Global Posture Executive Council
IC	Intelligence Community
ICP	Integrated Contingency Plan
IPL	Integrated Priority List
IW	Irregular Warfare
J-1	Joint Staff Manpower and Personnel Directorate
J-2	Joint Staff Intelligence Directorate
J-3	Joint Staff Operations Directorate
J-4	Joint Staff Logistics Directorate
J-5	Joint Staff Strategy, Plans, and Policy Directorate
J-6	Joint Staff Command, Control, Communications, & Computers (C4)/Cyber Directorate
J-7	Joint Staff Force Development Directorate
J-8	Joint Staff Force Structure, Resources, and Assessment Directorate
JCA	Joint Capability Area
JCE	Joint C4/Cyber Estimate
JCIDS	Joint Capabilities Integration and Development System
JCS	Joint Chiefs of Staff
JEP	Joint Exercise Program
JFDD	Joint Force Development and Design

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JFIC	Joint Force Integration Cell
JFRR	Joint Force Readiness Review
JIWA	Joint Irregular Warfare Assessment
JLE	Joint Logistics Estimate
JLLP	Joint Lessons Learned Program
JME	Joint Medical Estimate
JMNA	Joint Military Net Assessment
JOE	Joint Operating Environment
JPE	Joint Personnel Estimate
JPEC	Joint Planning and Execution Community
JPME	Joint Professional Military Education
JRAM	Joint Risk Analysis Methodology
JROC	Joint Requirements Oversight Council
JROCM	Joint Requirements Oversight Council Memorandum
JS	Joint Staff
JSCP	Joint Strategic Campaign Plan
JSIE	Joint Strategic Intelligence Estimate
JSIRA	Joint Staff Independent Risk Assessment
JSM	Joint Staff Manual
JSPS	Joint Strategic Planning System
JSSIG	Joint Staff Strategy Integration Group
JSWG	Joint Strategy Working Group
JWC	Joint Warfighting Concept
JWPS	Joint Worldwide Planners Seminar
MSOG	Multinational Strategy and Operations Group
NDS	National Defense Strategy
NGB	National Guard Bureau

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NISP	National Intelligence Support Plan
NMS	National Military Strategy
NSS	National Security Strategy
OCR	Office of Coordinating Responsibility
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
OUSD(P)	Office of the Undersecretary of Defense for Policy
PB	President's Budget
PBR	Program and Budget Review
PME	Professional Military Education
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
SecDef	Secretary of Defense
SDD	Strategy Development Division
SIB	Strategy Integration Board
SO	Strategic Opportunity
SODB	Strategic Opportunities Decision Board
SRRC	Semi-annual Readiness Report to Congress
TPFDD	Time Phased Force Deployment Data
U.S.C.	United States Code
USD(P)	Under Secretary of Defense for Policy
UCP	Unified Command Plan
VCJCS	Vice Chairman of the Joint Chiefs of Staff

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