

CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

J-7

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CJCSM 3500.04E

25 August 2008

UNIVERSAL JOINT TASK MANUAL

References: See Enclosure F

1. Purpose. This manual provides a standardized tool for describing requirements for planning, readiness reporting, joint military operations, and joint training processes.
2. Cancellation. CJCSM 3500.04D and CJCSM 3500.04D-1, 1 August 2005, are canceled.
3. Applicability. This manual applies to the Joint Staff, Military Services, combatant commands, joint organizations, including subordinate joint force commands, joint task forces, combat support agencies, and other agencies responsive to the Chairman of the Joint Chiefs of Staff.
4. Policy. Title 10, US Code, section 153, reference a, prescribes that, subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman will be responsible for (a) "formulating policies for the joint training of the Armed Forces," and (b) "formulating policies for coordinating the military education and training of members of the Armed Forces." See details in reference a.
5. Definitions. See Part II of the Glossary.
6. Responsibilities. See reference b.
7. Procedures. This manual provides detailed information on how to develop Universal Joint Task List (UJTL) tasks, conditions, measures, and standards, and how to use them to effectively describe joint capabilities needed to support joint missions.

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8. Summary

a. In 2007, the Joint Staff and USJFCOM established a new electronic tool and associated business rules for the UJTL Development Community (UDC). The result is the UJTL Task Development Tool (UTDT), a tool for submission, staffing, and updating of UJTL tasks via a Joint Doctrine, Education, and Training Electronic Information System (JDEIS)-based process. A shift to capabilities-based readiness reporting required commands to review Joint/Agency Mission Essential Task Lists (J/AMETL) (explained in detail in Enclosure C of reference c) and to submit UJTL tasks that would meet the new and emerging capability requirements. Reference b designated the authoritative UJTL as only available as a database on the JDEIS; therefore, much of this document has been deleted. This document contains changes in the following areas:

- (1) Deleted UJTL Development Responsibilities (formerly Enclosure F).
- (2) Updated UJTL Development Process (Enclosure D).
- (3) Updated Formatting and Distributing UJTL Tasks (formerly Enclosure G);
- (4) Designates the automated database on the JDEIS as the primary authoritative source for UJTL tasks.
- (5) Implements the UTDT.

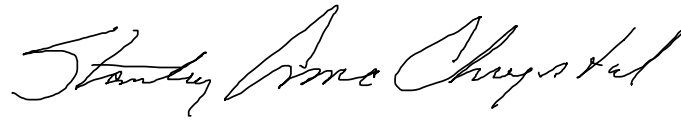
b. Since the last revision of this manual, numerous UJTL tasks have been added, changed, or deleted. This will continue to occur as an ongoing process, but will no longer be reflected in this manual.

c. The separate classified supplement, reference d, has been incorporated into the online UJTL database.

9. Releasability. This manual is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this manual through the Internet from the CJCS Directives Home Page--
http://www.dtic.mil/cjcs_directives.

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

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, reading "Stanley A. McChrystal". The signature is fluid and cursive, with the first name "Stanley" being the most prominent.

STANLEY A. MCCHRYSTAL
Lieutenant General, USA
Director, Joint Staff

Enclosures:

- A - Introduction
- B - Joint Tasks and Standards (Measures and Criteria)
- C - Joint Conditions
- D - UJTL Development Process
- E - Formatting and Distributing UJTL Tasks
- F - References
- GL - Glossary

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ENCLOSURE A

INTRODUCTION

1. Purpose. The UJTL is a library of tasks, which serves as a foundation for capabilities-based planning across the range of military operations. The UJTL supports the Department of Defense in joint capabilities-based planning, joint force development, readiness reporting, experimentation, joint training and education, and lessons learned. It is the basic language for development of a joint mission-essential task list (JMETL) or agency mission-essential task list (AMETL) used in identifying required capabilities for mission success.

2. General

a. The UJTL, when augmented by Service and other applicable task lists, is a comprehensive, integrated menu of functional tasks, conditions, and measures to aid in crafting standards (measures and criteria) supporting all levels of the Department of Defense in executing the National Security Strategy (NSS), National Defense Strategy (NDS), and the National Military Strategy (NMS).

b. The UJTL database (DB) consists of appropriate tasks, conditions, and measures in a common language and reference system for various users, to include joint force commanders (JFC)/Agency Directors and their planning staffs, joint force developers, combat support personnel, joint experimentation agencies, and joint trainers. The UJTL is adaptive and flexible, and vertical and horizontal linkages exist and can exist among UJTL tasks. Vertical linkages connect related tasks between levels of war (LOWs), such as strategic national communications linked to tactical communications, while horizontal linkages, or parallel linkages, connect different tasks at the same LOW, such as tactical communications being used for tactical maneuvers. UJTL tasks are meant to be mapped to capabilities to meet operational mission requirements. For example, joint operations planners and analysts can use the UJTL to translate missions into common language tasks that trainers and combat developers can use to derive operational and future force development requirements. This capabilities-based mission-to-task connectivity enables determination of what Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) changes affect future force development. Additionally, these tasks will enable operational planners to determine what forces (defined as “an aggregation of military personnel, weapon systems, equipment, and necessary support, or combination thereof”) are required to achieve desired capabilities when used in conjunction with the Defense Readiness Reporting System (DRRS). During the planning process, lessons learned linked to specific UJTL tasks will provide insight into how best

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to accomplish specific missions using various capabilities. Additional applications of the UJTL are described in Paragraph 9.

c. The UJTL is a key element of the capabilities-based, “mission-to-task” joint training system (JTS). In implementing this system, all users conduct mission analysis, identify specified and implied tasks, use the UJTL to describe these tasks (including supporting and command-linked tasks), apply guidance to determine essential tasks, select conditions that impact the tasks, and select measures and criteria that form the basis for standards. They document these essential tasks, conditions, and standards as their warfighting requirements in a(n) J/AMETL.

3. UJTL

a. The JDEIS UJTL DB contains a comprehensive hierarchical listing of the tasks that can be performed by the Joint Staff, Services, combatant commands and components, activities, joint organizations, the National Guard Bureau (NGB), and combat support agencies (CSAs) responsive to the Chairman of the Joint Chiefs of Staff. The relationship between missions, operations, and tasks is discussed in Paragraph 8. In addition, the JDEIS UJTL DB includes a menu of sample measures of performance and measures of effectiveness associated with each UJTL task. These measures with criteria associated with a particular maximum or minimum performance level by commanders/directors, become the standards of performance consistent with mission requirements. These measures are neither directive nor all-inclusive. They should be used as a guide and may be modified or expanded based on the user’s experience and needs.

b. The UJTL identifies what is to be performed in terms common to joint organizations. The UJTL task description does not address how or why a task is performed (found in joint doctrine or other governing criteria), or who performs the task (found in the commander’s concept of operations and joint doctrine). UJTL language and terminology must be consistent and compliant with existing joint doctrine language and terminology and in accordance with (IAW) reference e (See paragraph 7).

c. In J/AMETL development, commanders/directors select the tasks that most closely describe what is being performed as determined by mission analysis. Single-digit listings (e.g., SN 1, ST 1, OP 1 and TA 1, etc.) are “category headings,” designating broad functional task areas. In general, they should not be used in a(n) J/AMETL, though in very rare situations single-digit listings can be considered when two-digit tasks would be so numerous to the point of being unmanageable. Two-, three-, four- and five-digit tasks allow for more specificity in creating a J/AMETL, and they should be used to effectively capture the requirements of a mission's specified and implied tasks.

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d. The JDEIS UJTL DB contains a listing of conditions in the physical, military, and civil environments that may be used to describe the operational context for selected mission tasks. Conditions are neither directive nor all-inclusive. They should be used as a guide and may be modified based on the user's experience and needs. Modified conditions should be submitted to the JS J-7 UJTL Coordinator (UC) for inclusion in the UJTL DB. (This in no way precludes the commander/director from using conditions prior to their being incorporated in the JDEIS UJTL DB. The intent of submitting the conditions is to add the conditions to JDEIS for everyone's use.)

4. Joint Tasks

a. Joint tasks describe, in broad terms, the current and potential capabilities of the Armed Forces of the United States. Joint tasks are actions or processes accomplished by a joint organization under joint command and control using joint doctrine. They are assigned by combatant commanders, subordinate JFCs and joint task force commanders to be performed by joint forces, staffs, and integrated Service and functional components. This CJCSM provides an overall description of joint tasks that can be applied at multiple levels of command (e.g., strategic national, strategic theater, operational, and tactical). Each Service publishes its own task list to supplement the UJTL and links appropriate Service tasks to corresponding UJTL tasks. A detailed description of these tasks is provided in the JDEIS UJTL DB.

b. The joint tasks listed in this DB are not all inclusive. Service and Defense agency components are capable of tasks beyond those listed.

5. Conditions. Conditions are variables of the environment that affect the performance of a task. Some conditions are designed to help describe the theater of operations (e.g., host-nation support); others describe the immediate joint operations area (e.g., maritime superiority), while still others describe the battlefield conditions (e.g., littoral composition). When linked to specific joint tasks, conditions help frame the differences or similarities between assigned missions. Enclosure C of this manual provides a more detailed explanation of "Joint Conditions."

6. Measures and Criteria of Performance. Commander's approved measures and criteria of performance comprise the task standard to describe how well a joint organization or force must perform a joint task under a specific set of conditions. Commanders use criteria and measures to establish task standards based on mission requirements (such as maximum number of failures or minimum percentage of units trained). These standards, when linked to conditions, provide a basis for planning, conducting, and evaluating military operations as well as training events.

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7. Definition of Terms. Key terms that apply to understanding the UJTL and its application to the capabilities-based joint training process, and J/AMETL development are shown in Figure A-1 and in the Glossary. Terms are based on the definitions found in reference e. Those definitions that are not found in reference e will be submitted by the UC for inclusion into the next publication of reference e.

8. Relationship of Key Terms

a. Understanding the relationships among missions, operations, and tasks is important to the successful use of the UJTL in establishing joint training and readiness requirements. The relationship between these three elements becomes clearer through mission analysis. The primary purpose of mission analysis is to understand the problem and purpose of the operation and issue appropriate guidance to drive the rest of the planning process. The primary products of mission analysis are a restated mission statement and the JFCs' initial intent statement, commander's critical information requirements, and planning guidance.

b. The relationships among these terms may be described as follows:

(1) A mission describes the organization's essential task (or tasks) and purpose — a clear statement of the action to be taken and the reason for doing so. The mission statement contains the elements of who, what, when, where, and why, but seldom specifies how. It forms the basis for planning and is included in the planning guidance, the planning directive, staff estimates, the commander's estimate, the concept of operations (CONOPS), and the completed plan.

(2) An operation is a military action or the carrying out of a strategic, operational, tactical, Service, training, or administrative military mission; or the process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

(3) A task is an action or activity (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability. Tasks are generated from mission analysis or operations plans, and joint capability requirements.

c. The mission establishes the requirement to perform tasks and provides the context for each task's performance (including the conditions under which a task must be performed). It determines where and when a task must be performed (one or more locations). Finally, it determines the degree to which a task must be performed (implied in the concept of the operation) and provides a

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way to understand precisely how the performance of a task contributes to mission success (i.e. the standard).

9. Applicability to Other Processes

a. Combatant commanders, the NGB, and CSAs leverage the UJTL to assess and report readiness against their J/AMETs, giving them insight into a variety of other processes.

b. The UJTL and J/AMETL structure can be used to focus requirements for joint models and simulations.

c. The Functional Capability Boards (FCBs) can use tasks to define critical DOTMLPF changes required through the FCB and Joint Requirements Oversight Council process. In addition, the functional area analysis (FAA) described in reference f identifies the operational tasks, conditions, and standards needed to achieve military objectives. It uses the national strategies, joint concepts, integrated architectures, the UJTL, the anticipated range of broad capabilities that an adversary might employ, and other sources as input. Its output is the tasks to be reviewed in the follow-on functional needs analysis. The FAA includes capability-based analysis in identifying the tasks, conditions, and standards.

d. Institutions providing joint professional military education may cross-reference learning objectives to the UJTL tasks to better align the joint training and education systems.

e. Integrated and enterprise architectures use the UJTL. The Assistant Secretary of Defense (Network and Information Integration)/DOD Chief Information Officer DOD Architecture Framework Version 1.5 addresses its use in the operational view (OV). The OV is a description of the tasks and activities, operational elements, and information exchanges required to accomplish DOD missions. For example, OV products used in association with the UJTL can provide insight into the tasks to be accomplished, the relationships and information flows between those tasks, and the materiel solutions supporting the tasks.

f. The UJTL, in describing capabilities required to execute the National Military Strategy, will be mapped to Joint Capability Areas. These capability areas will become the underpinning for capabilities-based planning. Future versions of the UJTL will provide capability templates with UJTL tasks mapped horizontally and vertically to approved capability areas. UJTL linkage to the capability development processes enhances the identification of joint requirements, capability shortfalls, and deficiencies.

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10. Classified Titles and Measures. Classified titles and measures are available on the SIPRNET version of the JDEIS UJTL DB.

11. Administrative Updates to the UJTL

a. Updates to UJTL task(s) only. Procedures for updating UJTL tasks are found in Enclosure D, “UJTL Development Process.”

b. Change Recommendations. All recommendations for routine or urgent changes to this manual shall be submitted using the UTDT, via the link on JDEIS.

ENCLOSURE B

JOINT TASKS AND STANDARDS (MEASURES AND CRITERIA)

1. This enclosure discusses tasks, measures, and criteria for the strategic national (SN), strategic theater (ST), operational (OP), and tactical (TA) hierarchy established for the UJTL. This enclosure is divided into two appendices. Appendix A is a discussion of tasks and their application to J/AMETL development and training requirements development. Appendix B is a discussion of measures and criteria and how they are used to create standards for tasks.
2. Lists of joint tasks, measures, and criteria are no longer published in this document. They are found only on the JDEIS.

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APPENDIX A TO ENCLOSURE B

TASKS

1. Introduction. The tasks listed in the JDEIS UJTL DB are designed as a reference aid in communicating mission capability requirements from supported to supporting commanders in a J/AMETL. The J/AMETL process is initiated through mission analysis to identify specified and implied tasks. Once identified, the specified and implied tasks are then matched to the descriptions in the JDEIS UJTL DB to describe the tasks in common, joint terms. As applied to joint training, the task list provides the common language that can be used to document their warfighting requirements and develop joint training plans.

2. Joint Tasks

a. Joint tasks are identified and defined in the JDEIS UJTL DB. The task descriptions do not specify whom or what means will be employed in performing the task, nor how the task will be performed. The task descriptions are not doctrine, but are based on joint doctrine.

b. JFC missions and operations have been included in the JDEIS UJTL DB on a limited exception basis and have become ingrained in the UJTL through usage and user preference. The task listing actually includes several tasks that may be considered as missions or operations (e.g., SN 3.3 “Employ National Strategic Firepower,” ST 1.6.2 “Gain and Maintain Air Superiority in Theater,” OP 1.2.5 “Conduct Offensive Operations in the Joint Operations Area”). While these may not be “pure tasks,” they provide a framework for mission analysis and structuring training events. They provide a way of organizing capability requirements to identify which tasks support a specific mission or operation. They are not intended to dictate the manner in which a JFC should execute a mission, develop a concept of operation, or limit operations to only those in this section. Once a mission or operation has been selected from this section or a new one created from another source, this section can be used to identify specific tasks that support it. The discussion on operations templates in Paragraph 8 provides a graphic depiction of the relationship between a mission or operation and applicable tasks.

c. The listing of tasks with additional task detail identified by USJFCOM provides the hierarchical linkage between those tasks and the applicable Service-level tasks that support execution. As additional task detail is developed for UJTL tasks, it will be added to the UJTL DB.

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3. Levels of War. This paragraph defines the strategic, operational, and tactical LOWs and discusses their relationship to the UJTL structure.

a. Strategic LOW is divided into two sublevels: SN and ST. At this level, a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) strategic objectives and guidance, and develops and uses national resources to achieve these objectives. The President establishes policy, which the Secretary of Defense translates into national strategic objectives that facilitate theater strategic planning. Combatant commanders usually participate in strategic discussions with the President and Secretary of Defense through the Chairman and with allies and coalition members. The combatant command strategy is thus an element that relates to both U.S. national strategy and operational activities within the theater. Military strategy, derived from national strategy and policy and shaped by doctrine, provides a framework for conducting operations. This LOW also describes activities that implement national and multinational military objectives and apply across the Department of Defense and its components, such as defense acquisition, defense logistics, global communications, and space surveillance. In the UJTL, this LOW is divided into strategic-national (DOD/Service/interagency) and strategic-theater (combatant command/interagency) to provide clarity and focus for task development and execution.

b. The operational level links the tactical employment of forces to national and military strategic objectives. The focus at this level is on the design and conduct of operations using operational art — the application of creative imagination by commanders and staffs supported by their skill, knowledge, and experience — to design strategies, campaigns, and major operations and organize and employ military forces. JFCs and component commanders use operational art to determine when, where, and for what purpose major forces will be employed and to influence the adversary's disposition before combat. Operational art governs the deployment of those forces, their commitment to or withdrawal from battle, and the arrangement of battles and major operations to achieve operational and strategic objectives.

c. Tactical is the LOW at which battles and engagements are planned and executed to accomplish military objectives assigned to tactical units or task forces. Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives. An engagement normally is a short-duration action between opposing forces. Engagements include a wide variety of actions between opposing forces. A battle consists of a set of related engagements. Battles typically last longer than engagements; involve larger forces such as fleets, armies, and air forces; and normally affect the course of a campaign. Forces at this level generally employ various tactics to achieve their military objectives.

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Tactics are the employment and ordered arrangements of forces in relation to each other.

4. UJTL Organization

a. The UJTL is organized into four separate parts by LOW (see Figure B-1). Each task is individually indexed to reflect its placement in the structure, and coded as follows:

- (1) Strategic level - National tasks (prefix SN)
- (2) Strategic level - Theater tasks (prefix ST)
- (3) Operational-level tasks (prefix OP)
- (4) Tactical-level tasks (prefix TA)

b. Service task lists are published by each Service. Services will maintain responsibility for management, oversight, and revision of their own task lists. Service task list DBs may be located on the JDEIS Web site. Service task lists should link to the UJTL and provide a common language for cross-referencing Service tasks to joint tasks. Tools supporting these lists must be compatible with the JDEIS and UJTL DBs and used in the Enhanced Status of Resources and Training System and Joint Training Information Management System (JTIMS) IAW reference g.

c. The relationship of capabilities to objectives of a military force is crucial to selecting tasks to achieve an objective. Figure B-1 illustrates that if a military force is attempting to accomplish objectives at the strategic theater LOW (e.g., accomplish objectives of theater military strategy) then the tasks it must perform will originate at that level (e.g., ST 1, "Deploy, Concentrate, and Maneuver Theater Forces"; ST 2, "Conduct Theater Strategic Intelligence, Surveillance, and Reconnaissance"). The objective that places a force at a particular LOW may result in subordinate objectives for a portion of that force, with tasks at a lower LOW.

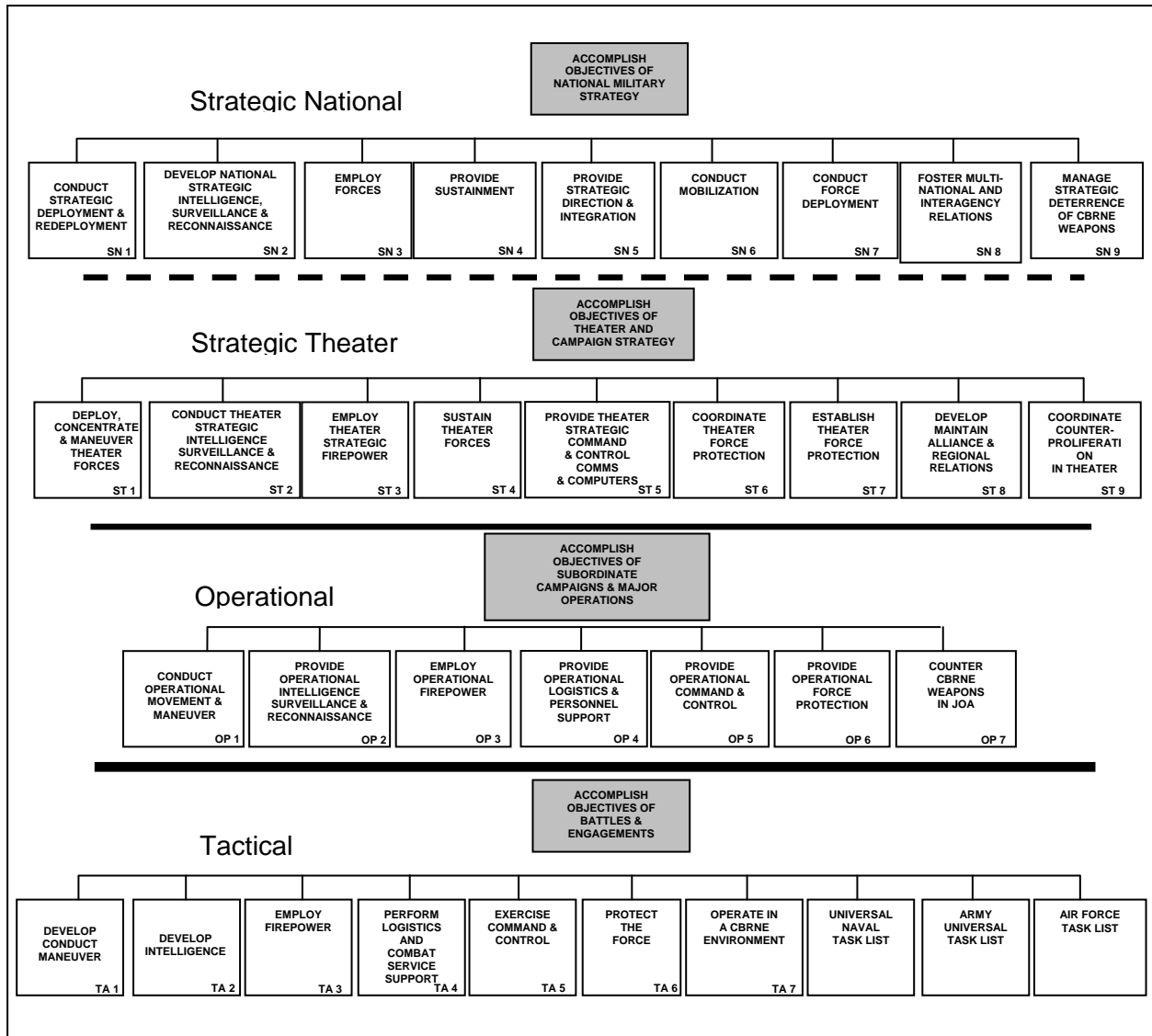


Figure B-1. Relationship of Levels of War to Objectives

5. Relationship of Levels of War to Theater Structure. While there is no direct link between levels of command and LOWs, certain commands tend to operate at particular LOWs. Table B-1 summarizes typical relationships of commands, and by implication their commanders, to the three LOWs.

a. The concepts of theater, theater of war, theater of operations, and joint operations area are helpful in understanding the distinctions between the strategic and operational LOWs and are defined in reference e. A theater is the “geographic area for which a commander of a combatant command has been assigned responsibility.” A theater of war is “... the area of air, land, water, and space that is, or may become, directly involved in the conduct of major

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operations and campaigns involving combat. A theater of war does not normally encompass the geographic combatant commander's entire area of responsibility and may contain more than one theater of operations....” Joint doctrine defines a theater of operations as “An operational area defined by the geographic combatant commander for the conduct or support of specific military operations. Multiple theaters of operations normally will be geographically separate and focused on different missions. Theaters of operations are usually of significant size, allowing for operations in depth and over extended periods of time.” Thus, a theater of war may contain more than one theater of operations. A joint operations area is defined as “an area of land, sea, and airspace, defined by a geographic combatant commander or subordinate unified commander, in which a JFC (normally a joint task force commander) conducts military operations to accomplish a specific mission. Joint operations areas are particularly useful when operations are limited in scope and geographic area or when operations are to be conducted on the boundaries between theaters.”

b. Combatant commanders are the vital link between those who determine national security policy and strategy and the military forces or subordinate JFCs that conduct military operations. Based on guidance from the President and Secretary of Defense, combatant commanders develop strategies that translate national and multinational direction into strategic concepts or courses of action (COAs) to meet strategic and joint operation planning requirements. Some national strategic objectives will be the primary responsibility of the supported combatant commander, while others will require a more balanced use of all instruments of national power, with the combatant commander in support of other agencies. Geographic combatant commanders (GCCs) develop theater strategy in support of national strategic documents such as the NSS, NDS, and NMS. Functional combatant commanders (FCCs) provide support and may be supported by GCCs and other FCCs as directed by higher authority. A theater of operations commander [e.g., subunified commander, or combined joint task force (CJTF)], however, operates more often at the operational LOW, applying military power in the designated operational area toward the strategic military objectives assigned by the geographic combatant commander.

COMMAND	STRATEGIC	OPERATIONAL	TACTICAL
Combatant Command (Geographic)	X	X	
Combatant Command (Functional)	X	X	
Subunified Command	X	X	
Joint Task Force Command		X	X
Functional Component Command	X	X	X
Service Component Command		X	X
Combat Support Agencies	X	X	X

Table B-1. Notional Relationships of Commands to Levels of War

6. Tasks and the LOW. Many tasks in the UJTL structure have parallel tasks at other LOWs. For example, the task OP 2.2, “Conduct Intelligence Staff Operations,” has parallel tasks at other LOWs: ST 2.2, “Collect Theater Strategic Information,” and SN 2.2, “Collect Strategic Information.” In examining an intelligence task that is being conducted as part of a joint military operation, it may be difficult to determine at which LOW that task is being performed. The LOW of an intelligence task can be determined by identifying the objective of the intelligence collection effort, the theater structure of the military operation, the organizations or components performing the task, and the level of command directing the intelligence collection activity.

7. Task Linkages. Tasks in the UJTL can be linked to other tasks within and across the LOWs. Vertical linkages connect related tasks between LOWs. Vertical linkages can also be characterized as end-to-end linkages. Horizontal linkages, referred to as parallel linkages, connect different tasks at the same LOW. The basis for linking these tasks is that in the context of conducting a military operation, tasks that are linked must all be performed to standard and in concert with one another for a military operation to succeed. Horizontal linkages involve the synchronization of a variety of tasks in time and space based on a commander’s concept of operations for a mission and in accordance with joint doctrine.

a. Vertical linkages cross the echelons of command. Vertical linkages provide the connecting structure among tasks in the UJTL across the strategic, operational, and tactical LOWs. Intelligence is an example of a task with vertical linkages across the LOWs. Although the generic elements of strategic, operational, and tactical intelligence are similar (i.e., planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback), the tasks and subtasks associated with each level are distinct in terms of objective, scope, and what

type of organization is assigned to perform them. At the strategic level, national means are used to collect, analyze, assess, prepare, and disseminate intelligence to many users, ranging from GCCs to tactical units. Conversely, information and intelligence collected at the tactical LOW are passed up by tactical commanders through the same chain to the national level where they are collated, analyzed, and assessed to form a worldwide intelligence picture. These vertical relationships, which form an “intelligence system,” are maintained to some degree regardless of the type of military operation being planned or conducted.

b. An example of vertical linkages in the UJTL is illustrated in Figure B-2 with maneuver tasks.

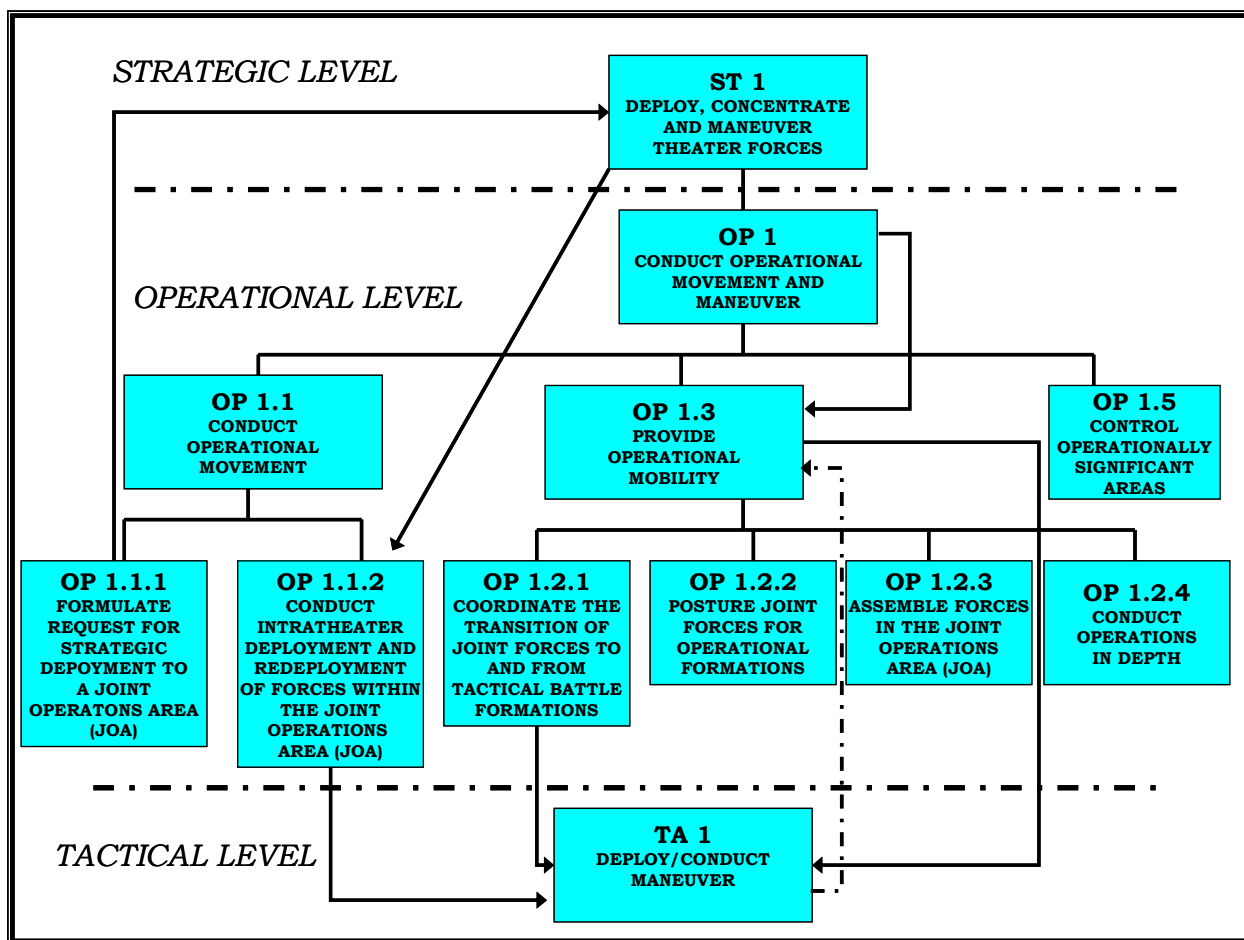


Figure B-2. Task Linkages Across the Levels of War

(1) Figure B-2 displays the tasks involved in bringing forces to bear on an enemy. In one of the first actions, forces might have to conduct a theater strategic movement and maneuver (ST 1, “Deploy, Concentrate, and Maneuver Theater Forces”) based on a request from a JFC. Once in the theater of

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operations, or joint operations area, it may be necessary to further deploy these forces (OP 1.1.2, "Conduct Intratheater Deployment and Redeployment of Forces within the Joint Operations Area") into positions that will respond to enemy force movements. The movement will give them a relative advantage over enemy forces and support the JFC's intent for his subordinate campaign plan. At the same time, joint forces in the joint operations area could be maneuvering (OP 1, "Conduct Operational Movement and Maneuver," and OP 1.2 "Conduct Operational Maneuver and Force Positioning") to put forces into a position from which they can deploy and conduct tactical maneuver (TA 1, "Deploy/Conduct Maneuver") and employ direct and indirect fires. Included in this is the transitioning of forces to battle formation (OP 1.2.1, "Coordinate the Transition of Joint Forces to and from Tactical Battle Formations"). At the tactical LOW, maneuver deals with achieving positional advantage over an enemy force in conjunction with fire support.

(2) Figure B-2 can also be viewed from a bottom-up perspective as shown by the dotted line from the tactical level to the operational level. In this case, the results of a tactical-level maneuver (TA 1, "Deploy/Conduct Maneuver") could achieve an advantageous position over the enemy. At the tactical level, a penetration, or flanking maneuver might achieve tactical success and permit maneuver to operational depths (exploitation and pursuit), helping to achieve operational and theater strategic objectives (OP 1, "Conduct Operational Movement and Maneuver").

(3) The vertical linking of the tasks across levels of the UJTL can be used to make connections between related capabilities at the tactical, operational, and strategic LOWs and illustrate how an inadequate capability at any LOW can impact the ability of a joint force to integrate that capability across the three LOWs. Such linkages exist in all general task areas of the UJTL, to include movement and maneuver, intelligence, firepower, sustainment, command and control, and protection.

c. Horizontal linkages describe the operations concept. A horizontal or parallel linkage is defined in the context of a military operation. That is, when conducting a military operation, different tasks (e.g., intelligence and fires) interact with one another to achieve the effects desired by the commander. The interactions among such tasks may be temporal, informational, or spatial. One way of describing these horizontal linkages is through operations templates.

8. Operations Templates. Operations templates provide a graphical depiction of the activities performed as part of a military operation. They depict activities and interactions among them. The activities represented in an operations template can include tasks performed by the commander and staff, tasks performed by other combatant commands or agencies (e.g., command-linked tasks), and tasks performed by subordinate commands or organizations (e.g.,

supporting tasks). Three basic types of task characteristics and interactions among tasks may be depicted in operations templates. They are temporal, informational, and spatial. A different view can be constructed to depict each of these types of characteristics and interactions.

a. Temporal view characteristics of tasks refer to whether a task occurs once, more than once (e.g., cyclically), or continuously. Temporal interactions among tasks refer to the sequencing of tasks. That is, one task must be completed before another one can begin (prerequisite or successor), one task might begin at the same time as another one (concurrent beginning), or one task might have to be completed at the same time as another (concurrent ending). For example, suppose a joint force air component commander (JFACC) has tasked units of one or more components to perform an air interdiction operation. Tasks comprising the operation can be identified from the UJTL and temporal interactions (e.g., sequencing) among the tasks can be depicted, as shown in Figure B-3. Operations templates can be developed to varying levels of detail. The example shown on the following page simply illustrates the kinds of information that can be included in an operations template temporal view and how that information can be displayed. Additional data describing the temporal characteristics of each task included in a template (e.g., identifying who performs the task) can be linked to each task.

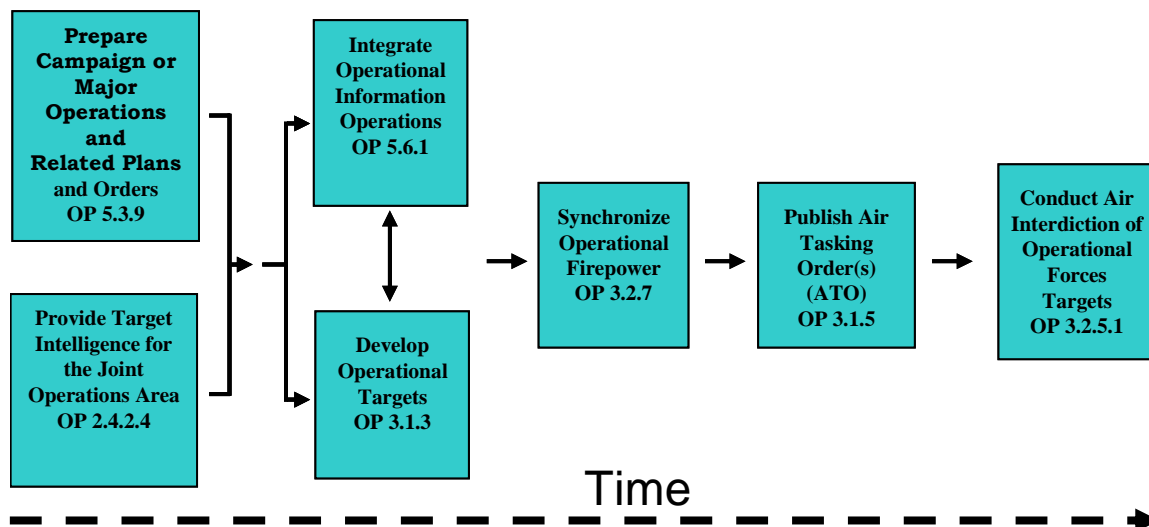


Figure B-3. A Temporal View Operations Template for an Air Interdiction Operation

b. Informational view characteristics of tasks refer to the need for information to perform tasks (e.g., task of selecting targets to attack requires intelligence data), the transformation of one type of information into other types during the performance of a task (e.g., task of selecting targets to attack transforms raw intelligence and targeting data into a target list), and the

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output of information after a task is performed (e.g., task of selecting targets to attack yields target lists, such as found in a master air attack plan). Informational interactions among tasks concern the input and output relationships among various tasks involved in a military operation (task to synchronize operational firepower receives inputs from the task of selecting operational targets to attack). Some tasks provide informational inputs to other tasks, or require inputs from other tasks. Consider again the example of a JFACC who has tasked units of one or more components to perform an air interdiction operation. Tasks comprising the operation can be identified from the UJTL and informational interactions among the tasks can be depicted, as shown in Figure B-4. This example illustrates the kinds of information links that can be depicted in an operations template view. Additional data describing the informational characteristics of each task included in an informational template (e.g., identifying systems that generate or communicate informational products) can be linked to each task.

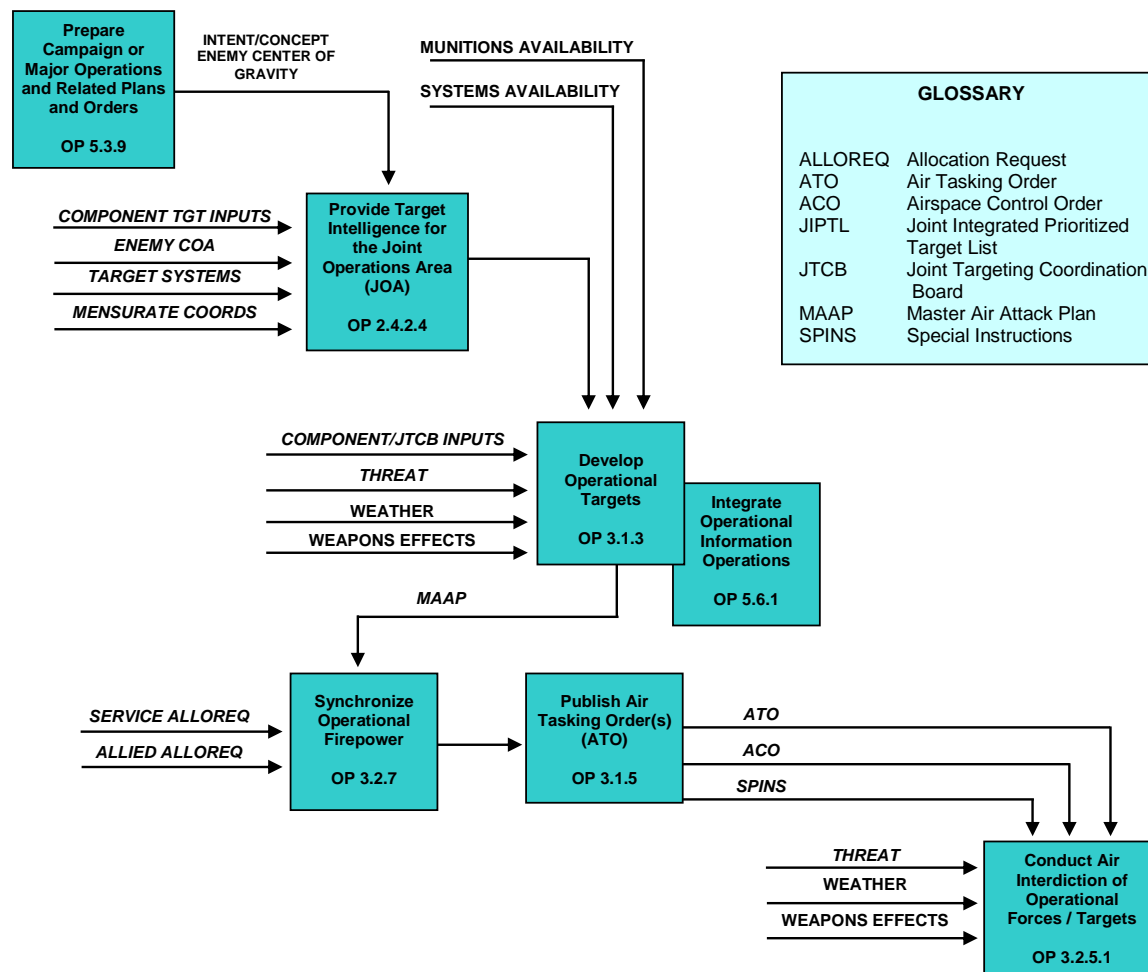


Figure B-4. Informational View Operations Template for an Air Interdiction Operation

c. Spatial view characteristics of tasks refer to the location of task performance (geographic coordinates). For example, tasks may begin and/or be completed at a specific location (e.g., complete a resupply task at a location where a fires task is taking place; begin a patient movement mission task where friendly forces are engaged and end it where medical care can be provided) or perform a task at multiple locations (e.g., deploy various ships in a fleet to different locations). Spatial interactions among tasks could include the requirement to perform a task in a location relative to where another task is being performed (e.g., conduct close air support task near a maneuvering friendly force). Consider once again the example of a JFACC who has tasked units of one or more components to perform an air interdiction operation. Tasks comprising the operation can be identified from the UJTL and relative locations of performance can be depicted, as shown in Figure B-5.

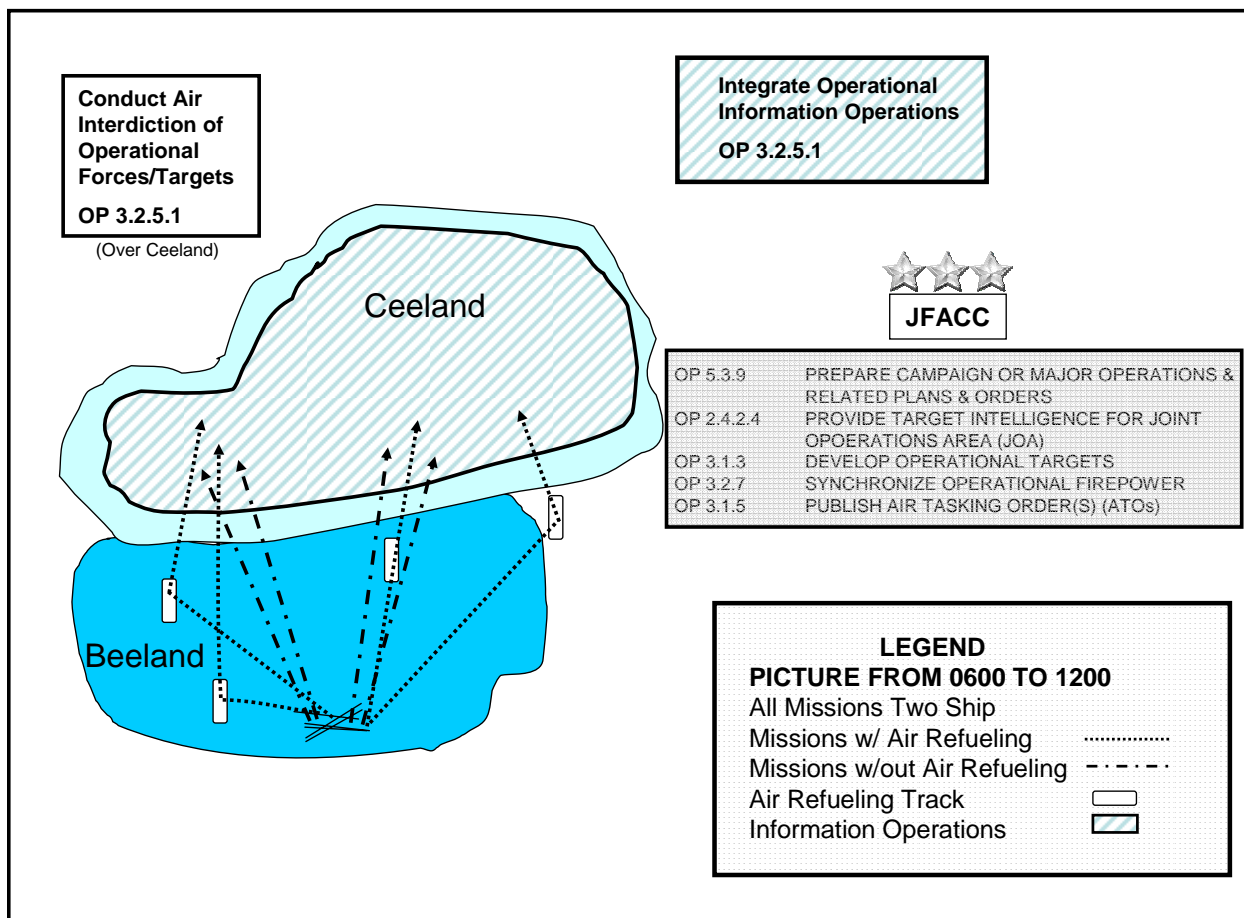


Figure B-5. Spatial View Operations Template for an Air Interdiction Operation

This example shows how several tasks are performed at the JFACC HQs and how another task (e.g., OP 3.2.5.1, “Conduct Air Interdiction of Operational Forces/Targets”) is performed along various routes. A task performed in an

area, as opposed to a specific location [e.g., employing operational Information Operations), can be shown as a shaded area (see Figure B-5). Additional data describing the spatial characteristics of each task included in a template (e.g., changes over time in the location of task performance) can be linked to each task.

d. Operations template views can represent various task characteristics and interactions among tasks that influence their combined effect on mission success. Template views can be especially useful in understanding the performance relationships among tasks in the context of the commander's concept of operations. Operations templates can aid JFCs in identifying the most essential warfighting tasks and identifying training requirements in advance of actually conducting such military operations.

9. Linkages Between Joint Operation Planning and Joint Training

a. Joint operation planning provides the foundation for the Joint Training System by establishing responsibilities and training requirements for all elements of a joint or multinational force. Figure B-6 illustrates a methodology describing a multi-echelon concept of operation and tasks assigned to subordinate commands.

b. Consider the perspective of a JFC (e.g., CJTF) assigned a mission by a combatant commander to "eject enemy armed forces from an ally's territory." This CJTF and staff must conduct a mission analysis to identify operations to support the mission, or how the mission will be accomplished. Operation plans are published that specify and imply tasks to be performed by the command, subordinate commands, and supporting commands for operations success. These tasks are used to develop joint mission essential tasks by applying commander's criteria and then applying conditions and standards that are based on the Operations Plan/Concept Plan (OPLAN/CONPLAN) concept of operations. Additionally, supporting and command-linked tasks are identified with their conditions and standards. This methodology produces a J/AMETL that is used as the basis for identifying capabilities-based training.

c. For operations assigned to subordinate commands (e.g., gain and maintain air superiority), analyses must be conducted, in turn, by these commands to determine what tasks (with conditions and standards) must be performed and by whom for operational success. The product of all of these tasks, conditions, and standards from the CJTF and staff, subordinate commands, and supporting commands is a J/AMETL.

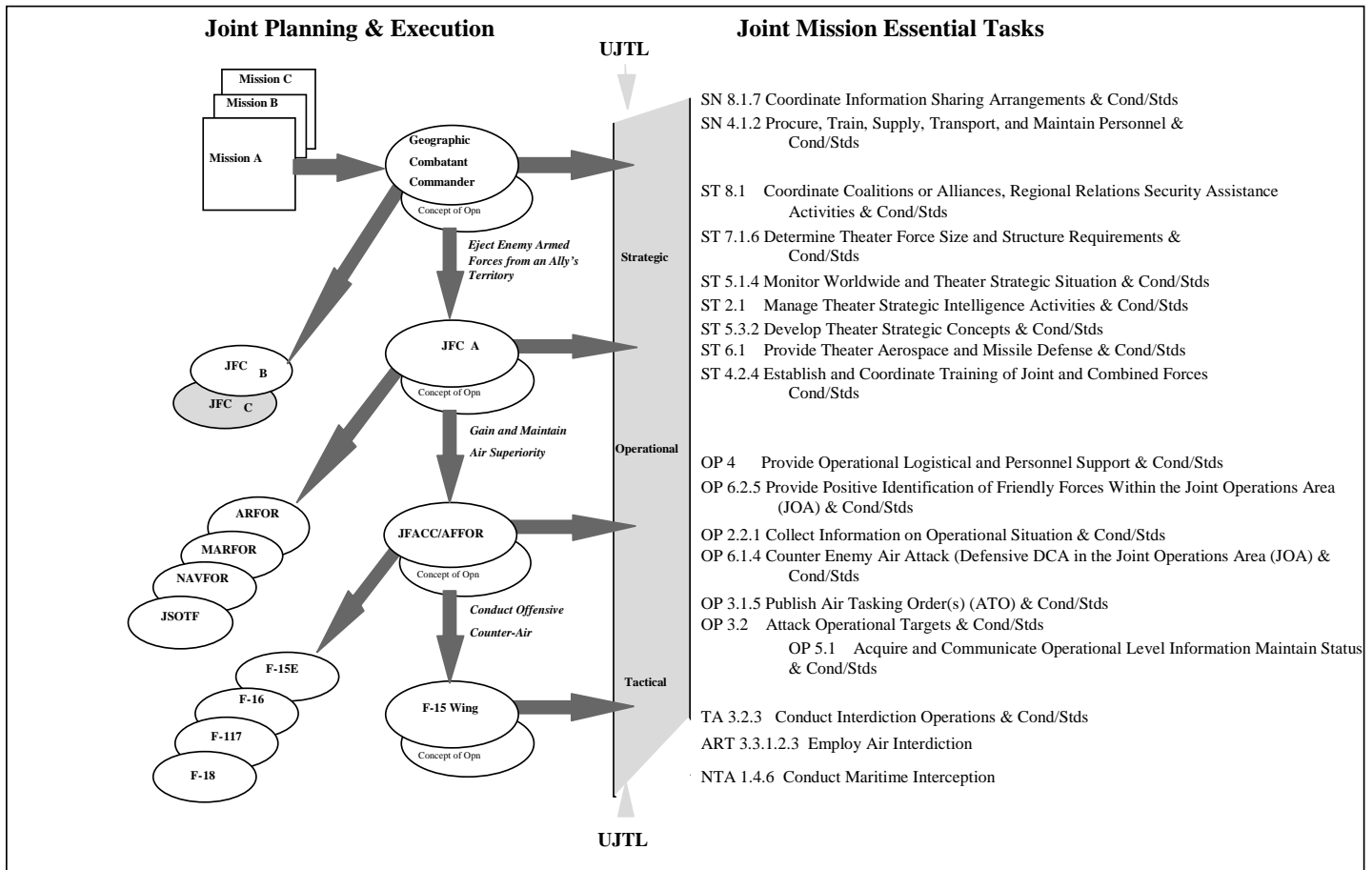


Figure B-6. Joint Operation Planning Supports JMET Development

d. The J/AMETL is the source for developing mission-required capability that is used to develop joint training requirements by a combatant commander and his staff, his subordinate JFCs (e.g., CJTFs), and their subordinate commanders (e.g., component and unit commanders). The J/AMETL is the mission-to-task linkage that is the foundation for the joint training system. The tasks with conditions and standards provide the basis for deriving training objectives that are used to develop training events. While the number of JMETs for any one command may consist of only a small number of tasks, the total number of JMETs for all commands associated with a combatant commander's mission may be much larger (as illustrated in Figure B-6).

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APPENDIX B TO ENCLOSURE B

STANDARDS

1. Introduction. The measures and scales in the UJTL DB are provided as a guide for commanders/directors and their staffs to establish standards of performance based on their assigned missions, or they may prepare their own measures and criteria based upon theater experiences. These measures and criteria are a common language reference system for JFCs, operations planners, and trainers. They are also useful to analysts and planners for understanding and integrating joint operations.

2. Definition of Standards. A standard provides a way of expressing the acceptable proficiency that a joint organization or force must perform under a specified set of conditions. A standard consists of one or more measures for a task and a criterion for each measure.

a. A measure provides the basis for describing varying levels of joint task performance. A measure is directly related to a task. For example, take the task OP 5.1.1, "Communicate Operational Information," which refers to the sending and receiving of information from one unit or organization to another by any means. Measures of performance for this task include the speed with which information is transmitted (queuing time for message transmission) and the accuracy of communications (percent of messages sent to the right addresses with the right content). Measures consist of a "Scale" and the measure "Description."

b. The second parameter of a standard is the criterion. A criterion defines variable levels of performance. It is often expressed as a minimum acceptable level of performance. The combination of the measure and the criterion comprises the standard for a task.

3. Setting Standards. The standard for a joint task is set within the framework of the JFC's mission and in the context of the conditions, either most likely or worst case, that are linked to those missions. Thus, the standard(s) for a joint task can only be set when (1) the mission analysis is complete, (2) the conditions affecting the task have been identified and described, and (3) measures and criteria have been selected that reflect the task contribution to mission accomplishment. This means that standards are tied to missions. That is, just because a joint task has a particular standard on one mission does not mean that the same standard will apply to other missions. A task standard could be the same across missions, but it could also be different for each mission.

a. Each joint task has a standard with one or more measures. A standard can be set using any measure(s) that apply to a task. In some situations, one measure may be sufficient. However, in most situations, a commander may have to specify a standard using more than one measure to fully define a required level of performance.

b. For example, in specifying a standard for engaging enemy targets (OP 3.2.6, "Provide Firepower in Support of Operational Maneuver"), under the condition of Threat Land Force Size (C 2.9.5.1), measures for both the Time to Engage (M1, Minutes to complete attack after target identification) and the accuracy of the engagement (M4, Percent of enemy forces destroyed, delayed, disrupted, or degraded) may be needed to fully define a required level of performance. The resulting tasks, conditions, and standards will comprise the joint mission capability requirements for a combatant commander.

c. A standard for a single joint task does not normally have to be met by a single joint force component. In many cases in joint operations, several elements of the force (system types, component commands, and coalition members) will be assigned responsibility for a joint task. Therefore, the assessment of performance will often reflect the aggregated capabilities of multiple force elements.

d. Joint task standards reflect the combatant commander's understanding of required capabilities based on his assigned missions (and the associated concept of operations) and the conditions likely to be experienced in carrying out that mission. Joint task standards also should be established with cognizance of friendly force capabilities (e.g., do not expect a division to be as capable as a corps; a single ship to be as effective as a carrier battle group).

e. Joint task standards should be traceable across levels of command. A commander who has established task standards based on an analysis of assigned missions must assume some level of performance for organizations performing command-linked and supporting tasks. For example, in a strategic deployment mission, assume that a JFC has a command-linked task (needs support from outside the command) for moving forces to the theater (SN 1.2.5, "Move Forces from POE to POD"). Once the functional combatant commander accepts the tasks, the JFC is requested to execute a command-linked task (ST 7.1.4, "Determine and Validate Forces and Cargo to be Deployed or Redeployed") to provide required information to the functional combatant commander. Also, a component command of the functional combatant command must meet a performance standard on a supporting task (SN 1.2.7, "Coordinate Global Strategic Refueling"). As a result, when each of these commands establishes its task standards for a mission, it must be aware of the

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relationship between its own task performance and that of the command(s) with whom it operates.

4. Development of Measures and Criteria. The UJTL provides sample measures and criteria, but their use is not mandatory. They may be used, in whole or in part, at the discretion of the commander/agency director. The following guidelines that were used to develop the measures and criteria in the UJTL should be used to develop proposed changes and additions to the measures and criteria listed. Recommended changes should be forwarded to the UC in compliance with Enclosure D.

a. Keep measures simple. A simple measure requires only a single measurement (e.g., hours to develop an operation order). These measures may be the easiest for operators to understand. A more complex measure might involve a ratio (e.g., ratio of enemy targets destroyed to friendly losses). Such complex measures, while attempting to be more meaningful, actually tend to reflect contributions of more than one task (e.g., number of targets destroyed is related to engaging enemy targets while friendly losses are related to protecting friendly forces and systems).

b. Measures and criteria should reflect an understanding of a task. Carefully read the task description to understand the scope of the task and what activities it comprises.

c. Measures and criteria should reflect how a task contributes to mission success. Measures and criteria are selected to establish standards based on the context of a mission. The mission establishes the requirement to perform a task and provides the context for task performance (including the conditions under which a task must be performed). It determines where and when a task must be performed (one or more locations). Finally, it determines the degree to which a task must be performed (implied in the concept of the operation) and provides a way to understand precisely how the performance of a task contributes to mission success.

d. Measures should be sensitive to the impact of conditions on task performance. Examining conditions that can impair task performance during a mission can provide clues as to the key dimensions of performance that should be measured. For example, if the primary targets of intelligence collection are fixed sites (e.g., condition of target mobility), the currency of intelligence data would not seem to be a critical aspect of performance. On the other hand, if the targets at which intelligence collection is aimed are highly mobile, the currency of the collected intelligence data would seem to be a key measure of performance.

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e. Criteria should reflect the key dimensions of task performance. Every task has multiple dimensions of performance that can be observed and the criteria to specify an acceptable level of performance for each dimension. At a minimum, most tasks can be measured in terms of the time required to initiate or to complete a task (i.e., response time), the rate at which progress is being made (e.g., rate of movement), an overall level of completion or success (e.g., percent of targets correctly identified, hit rate), size of deviation (e.g., proximity of fires to target) in terms of power (e.g., engagement range), lethality (e.g., rate of kills given a hit), or success (e.g., percent of messages accurately transmitted). Key dimensions of task performance should be found in the commander's guidance and concept of operations.

f. Measures should be developed that distinguish among multiple levels of performance. Good measures distinguish among multiple levels of performance (as opposed to a go/no-go measure). This can be accomplished most easily using either an absolute numerical scale (e.g., applicable to number, time, or distance) or a relative scale (e.g., proportion of number, time, or distance).

g. Measures should focus on the outputs, results of performance, or on the process to achieve the task. In identifying dimensions of task performance, focus on the outputs or results of performance and, in selected cases, the process followed (e.g., number or percentage of sub-steps performed correctly or in the correct sequence). The dimensions of task performance should not be peculiar to a specific means for performing a task; rather, they should apply to all means that can be employed to perform a task.

h. Measures should try to take advantage of the strengths of both absolute and relative scales. Absolute scales are those that, beginning from a start point (usually zero), measure the number of occurrences, the amount of time, or the movement across distance. The advantage of absolute scales is that the result or output is clearly specified. The disadvantage is the lack of information about the adequacy of any particular value (from simply looking at the measure) on the absolute scale. Relative scales are those that compare a particular value to the total and are often expressed as a proportion or percentage (e.g., percent complete). The advantage of relative measures is that they clearly indicate the degree of completion of a task. The main disadvantage is that such measures do not indicate the size or scope of effort on the task.

5. Organization of Measures and Criteria. The measures for each UJTL task are listed under that task and are numbered sequentially beginning with M1, M2, etc. Some tasks may have only a few measures while others may have ten or more. Measures and criteria are not listed in order of precedence or importance. Measures should not be hierarchal (i.e., measure 1 has to be determined before measure 2) or process-oriented (if outcome of measure 1 is

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true/false then measure 2). (Commanders/Directors always have the authority to designate hierarchal or process-oriented structures for measures they choose for their particular tasks. The sample measures in the UJTL are intended to be adapted for each particular organization's specific needs.)

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ENCLOSURE C

JOINT CONDITIONS

1. Purpose. This enclosure is the reference for the physical, military, and civil conditions that can be used to describe the operational context for selected mission tasks. The conditions are available on JDEIS.
2. Introduction. The list of conditions described in this section and in JDEIS is part of the J/AMETL development process. The process is initiated by a commander's mission analysis to identify specified and implied tasks that may be described using the definitions in the Glossary. Once the tasks are selected, the conditions in JDEIS or those developed by the commander may be used. If a required condition does not exist, the commander should submit a request for change to the UC to add conditions to the category list in JDEIS. (This in no way precludes the commander/director from using conditions prior to their being incorporated in the JDEIS UJTL DB. The intent of submitting the conditions to JDEIS is to add the conditions for everyone's use.) Only conditions that affect the performance of the task should be selected.
3. Conditions. Conditions are used in the J/AMETL development process to express variables of the environment that affect task performance. Conditions are applied to specific tasks and not overall missions because conditions may affect tasks differently within the context of a mission. Conditions that are relevant affect performance of the task. If the condition does not affect how to train, organize, or equip to perform a task it is not relevant and should not be used. [For example, the political environment may limit the target sets that in turn affect the ordnance and delivery systems required. The terrain may limit the type of combat units that can operate in the designated area. A special operations forces operation requires special training.] Conditions help establish the training environment for joint training events.
4. Development of Conditions. The following guidelines that were used to develop the conditions in the UJTL should be used to develop proposed changes and additions to the conditions listed. All recommended changes should be forwarded to the JS J-7 UC IAW Enclosure D.
 - a. Conditions should be factors of the immediate environment. Conditions are aspects of the environment immediately surrounding the performance of a task.
 - b. Conditions should directly affect the performance of a task. A condition must directly affect the ease or difficulty of performing at least one task.

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c. Conditions should not be a related task. Task performance may be constrained or enabled by the level of performance of a related task; however, related tasks are not treated as conditions because they do not directly affect performance of the specific task.

d. Each condition should have a unique, understandable name. Each condition should have a name that distinguishes it from every other condition and from every task.

e. Conditions may apply to all LOWs and all types of tasks. Some conditions may seem to apply to a particular LOW or a particular type of task (joint vs. Service), but they are, in fact, generic.

f. Conditions will be placed logically in the conditions list structure (Figure C-1). Each condition should be placed under either the physical environment (land, sea, air, space and cyberspace), the military environment (mission, forces, C2, communication system -related, intelligence-related, movement-related, firepower-related, protection-related, sustainment-related, threat-related, or conflict), or the civil environment (political, cultural, and economic).

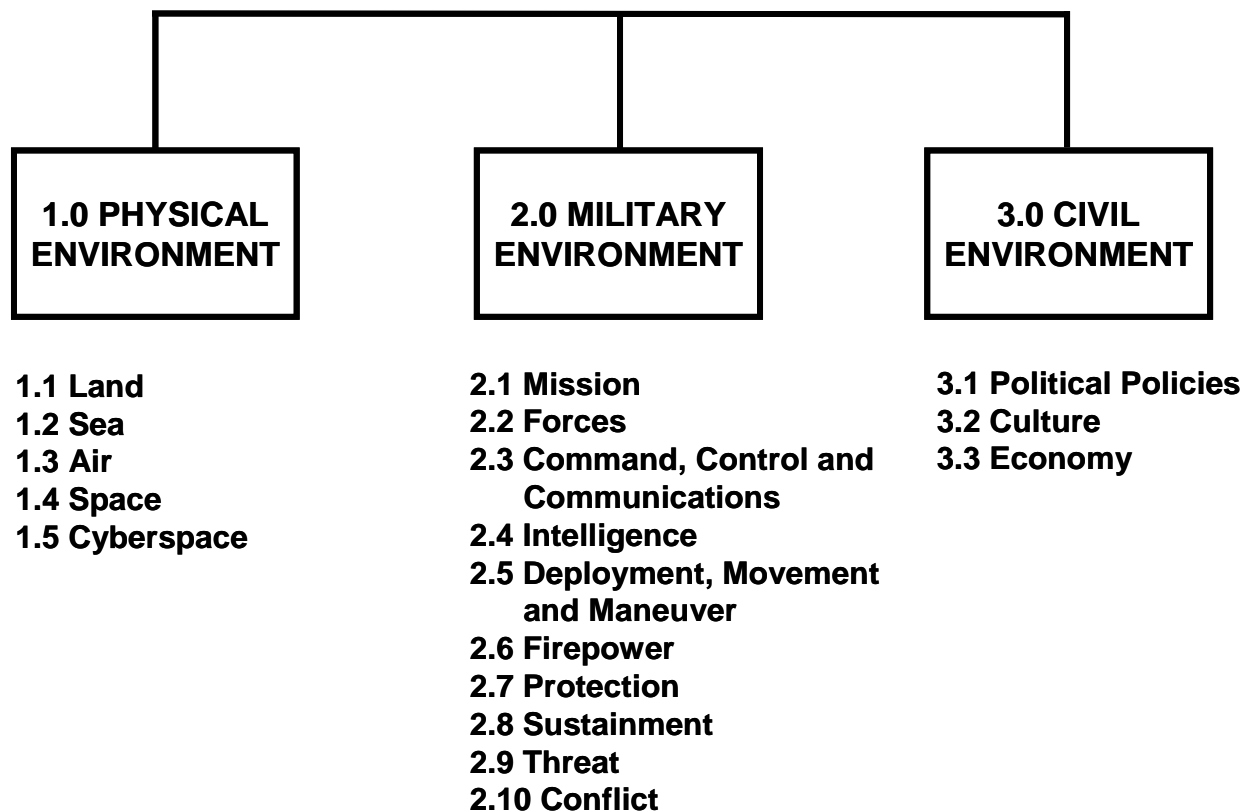


Figure C-1: Organization of Conditions

g. Descriptors for each condition are divided into three or more distinct categories. Categories have been developed for each condition that distinguish among several levels at which the condition may be experienced and are based, whenever possible, on objective, quantitative criteria. There is no scale of difficulty implied in the conditions list. The degree of difficulty for a given task depends on the condition.

h. Conditions and descriptors should be written to be compatible with task/conditions/standards framework. Conditions are expressed within the framework of the phrase, “perform this task under conditions of...” Therefore, each condition and condition descriptor phrase should fit within this framework.

5. Organization of Conditions List. Conditions are organized (see Figure C-1) into three broad categories: Physical, military, and civil. Beneath each category, a number of related conditions are organized. For example, conditions that are organized under the physical environment include land, sea, air, space, and cyberspace. Each condition contained is briefly defined and is assigned a unique reference code beginning with the letter “C.” In addition, for each condition, several descriptors are provided that allow a user to specify how the condition is likely to exist in a particular mission or scenario. For example, for the condition C 1.3.1, “Climate,” descriptors allow the user to specify whether the climate is tropical, temperate, arctic, or arid. If climate does not affect how an organization trains, organizes, or equips itself to perform a selected task the condition is not valid and is not part of the J/AMETL.

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ENCLOSURE D

UJTL DEVELOPMENT PROCESS

1. UJTL Development Process. The UJTL development process described in this manual has the following characteristics:

- a. Responsive – Routine UJTL change actions processed and posted within a 6-month cycle. The response time for urgent requests will be handled by Joint Staff J-7 on a case-by-case basis.
- b. Authoritative – Changes approved in accordance with reference h.
- c. Dynamic – Development and coordination based upon DOD web-based software; UJTL DB updated as soon as changes are approved.
- d. Transparent – UJTL changes tracked throughout their life cycle. All members of the UDC, UJTL User Advisory Group, and the Candidate UJTL change originator must have constant access to the status of all UJTL changes.
- e. Universal – Web-based system accessible by DOD and non-DOD users.
- f. Consistent – UJTL changes produced with standard procedures and common language.
- g. Credible – Changes staffed with organizations having subject matter expertise. Process contains milestones for development and procedures for resolving contentious issues.
- h. Taxonomy Independent – Development process not affected by changes to taxonomy.

2. Task Development Guidelines. UJTL tasks are to be single tasks and only include the “what” of the task. Use of multiple verbs denotes multiple tasks, thereby making it difficult to assess task performance in terms of readiness reporting. The use of words such as “by,” “through,” or “during,” usually lead to describing the “how” of the task; i.e. how a task is to be performed as opposed to what is to be performed. How a task is to be performed resides in doctrine, concept of operation, standard operating procedures, etc. and can, to a certain extent, also be described in the conditions and measures portion of a mission-essential, command-linked, or supporting task.

a. Joint tasks provide the ways and means to execute military capabilities required by the NSS, NMS, Unified Command Plan, Joint Strategic Capabilities

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Plan, Strategic Planning Guidance, Contingency Planning Guidance, and other authoritative national-level guidance and directives. A joint task shall have a reference to joint doctrine or in a joint policy document or an approved joint concept such as described through the Joint Operations Concept and the Joint Capability Areas (JCAs), or a DOD or CJCS issuance. Joint doctrine or approved joint concepts should identify the “how” a UJTL task is performed by a joint force, Service, or CSA and should provide enough description of the activity to contribute to the development of a task description. However, in some cases, personnel, materiel, or organizations may not exist to perform a task (e.g., under experimentation through advanced concept development) before approved joint doctrine is published.

b. The set of UJTL tasks should be organized in a framework that aligns joint tasks under approved joint functional categories (such as the Tier I JCAs) in order to enable a hierarchical linkage of tasks to approved JCAs. Within those functions, the UJTL is organized around a series of high-level tasks (e.g., develop intelligence). These high-level tasks have sufficiently detailed “task descriptions” that comprehensively describe the elements of an activity while providing mutual exclusiveness from other functions and tasks. The comprehensiveness of these tasks is designed to ensure that any supporting task performed by a joint force, CSA, Service component, or other organization could be aligned subordinate to one of these high-level tasks within a functional area.

c. Tasks and task descriptions shall be void of specifying means. Tasks contained in the UJTL shall avoid specifying particular ways and means (i.e., type of unit, organization, or system) involved in task performance. The UJTL is a mechanism for describing “what” must be executed to achieve a capability. The linkage within each UJTL task to the appropriate doctrine or concept will detail the “ways and means” for task execution.

d. Task placement in the UJTL reinforces the hierarchical structure for each of the functions/high-level tasks. When moving downward in the task hierarchy, fidelity increases. In addition, each of the subtasks will be distinct from the other subtasks at the same level in the hierarchy.

e. UJTL tasks should detail organizational activities not operations. The UJTL focuses on joint tasks that enable execution of a joint capability required for a military operation and avoids including terms that refer to more global activities such as operations. A military operation, like conducting a blockade or conducting an amphibious assault, is broader than a task and requires the application of many capabilities in time, space, and purpose, and therefore should not be included in the task list. The operational templates should be employed to structure tasks to define operations.

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f. Joint tasks shall not be organized to describe a sequence or a process. Task lists are not organized as a dynamic representation of the sequence and interactions among tasks as they are performed in the context for execution of a military operation. Tasks in the UJTL are grouped by function. The set of joint tasks that detail the activities necessary to provide a joint capability are a function of mission, enemy, terrain and weather, troops and support available-time available, not the result of a hierarchical procedural ranking within the UJTL.

g. A task description shall not include conditions. The joint task list focuses on the activities performed by military units, organizations, and systems. Sometimes in the process of defining a task there is a tendency to include conditions to amplify or clarify the task description. Ensuring that conditions are not included in task descriptions will provide tasks that are applicable to a wider variety of joint capability areas, potential military operations, and areas of responsibility/joint operations areas where operations might be conducted.

h. Tasks should be placed at appropriate LOWs. Not all tasks should be included at all LOWs because they do not actually take place at all LOWs. For example, intertheater deployment of forces occurs primarily at the strategic LOW and therefore, should not be included at the operational or tactical levels. On the other hand, the task of occupying a combat area may be considered primarily tactical. Some tasks may, however, be performed at more than one LOW. The LOW of an activity is determined by the nature of the activity itself and by the context in which it occurs. For example, the decision to employ nuclear weapons and associated planning will be strategic (SN/ST) in almost all instances, but actual delivery will include "tactical" level tasks to execute the purpose and intent in the commander's concept of operations.

i. A new task proposal will use, to the greatest extent possible, the previously approved joint doctrine terminology, and/or that contained in, or promulgated for reference f. When new acronyms and/or terms are incorporated with a submittal, the acronym will be spelled out completely, and new terms will be submitted with appropriate definitions.

3. UJTL Submission Process. The UJTL task development and change request process involves approving a new task, revising an existing task, or deleting a task. This UJTL submission process is accomplished using the UTDT. The UTDT is the primary tool for proposing, analyzing, and approving change requests. The JSAP is used to obtain official task approval by the Director, Joint Staff. The steps are described below and depicted in Figure D-1, UJTL Submission Process.

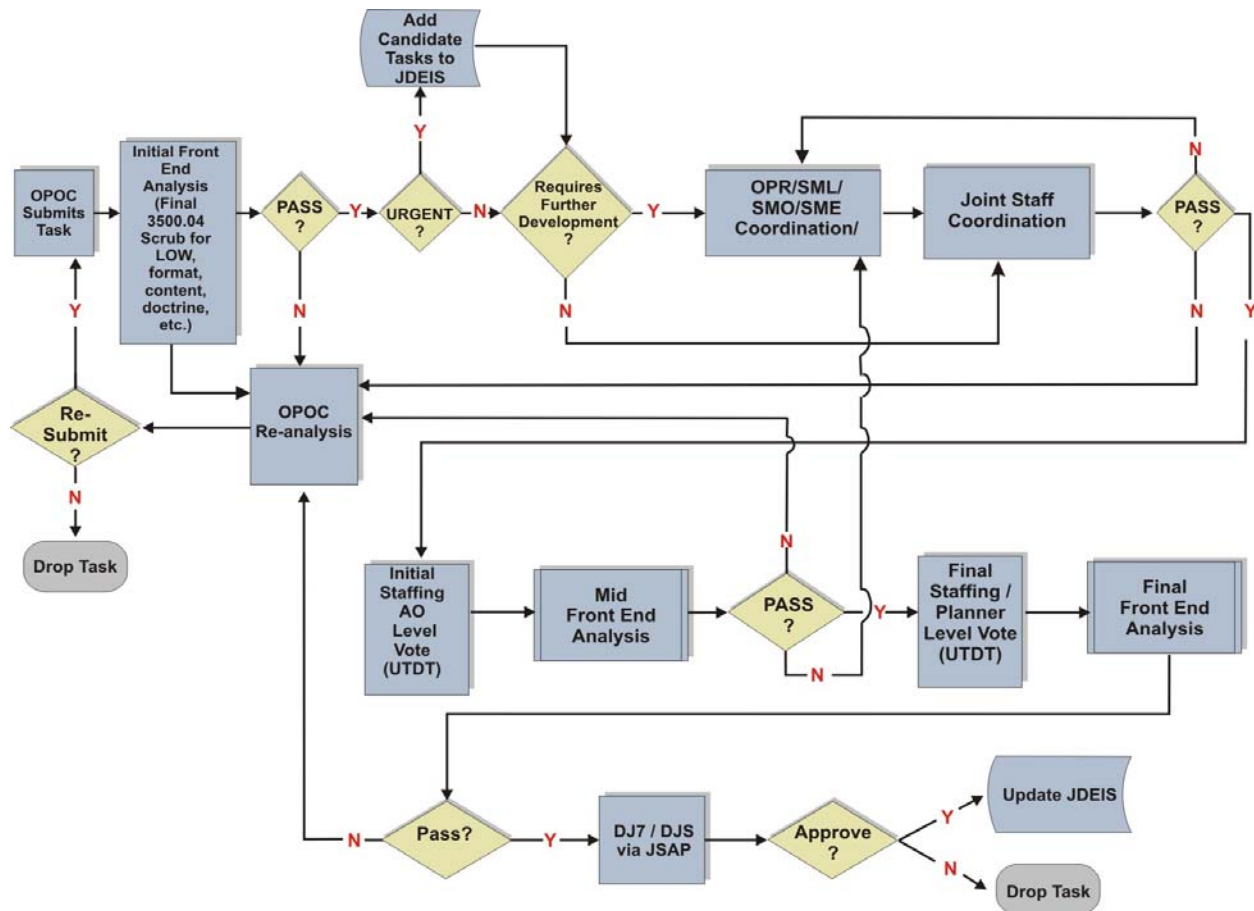


Figure D-1: UJTL Submission Process

a. Organizational Point of Contact (OPOC) Submits Task and Initial Front End Analysis (Figure D-2).

(1) Candidate UJTL tasks are submitted by an OPOC designated by a combatant command, Service, or CSA via the UTDT. UJTL task changes should meet all the criteria found in paragraph 2 above and follow the format guidelines found in Enclosure E. The OPOC may submit a new task, propose modifying an existing task, or propose deleting an existing task. Prior to taking any action, the submitting organization should review the existing UJTL to determine whether the submission will be a new task, an existing task needing modification or if an existing task is obsolete requiring deletion from the UJTL. During this task submission, the respective OPOC identifies joint publication and other appropriate references that provide a doctrinal explanation of “how” a task should be done using approved joint doctrine terminology supporting the submitted task. OPOCs may also request development of additional task

detail when they submit candidate UJTL tasks. OPOCs will also determine if a candidate task requires urgent or routine priority for processing.

(2) Initial Front End Analysis (FEA). As shown in Figure D-2 below, Initial FEA is conducted by the Joint Staff J-7 designated UC(s) to ensure that the candidate task meets basic submission requirements conforming to the criteria found in paragraph 2 above and follows the format guidelines found in Enclosure E. The UC checks the candidate task's Task Number and LOW to ensure they are appropriate and do not already exist in the UJTL. The UC reviews the candidate task to ensure it is indeed a "universal" joint task and not specific to any one organization. The UC ensures the candidate task cites the proper doctrinal references that support the task. If the UC's analysis determines that the candidate task is acceptable, then the task continues on to Joint Staff coordination for final review prior to action officer (AO)-level voting. If the UC determines that the candidate task requires correction, the candidate task is returned to the OPOC for additional evaluation and analysis. The result will be task resubmission or elimination.

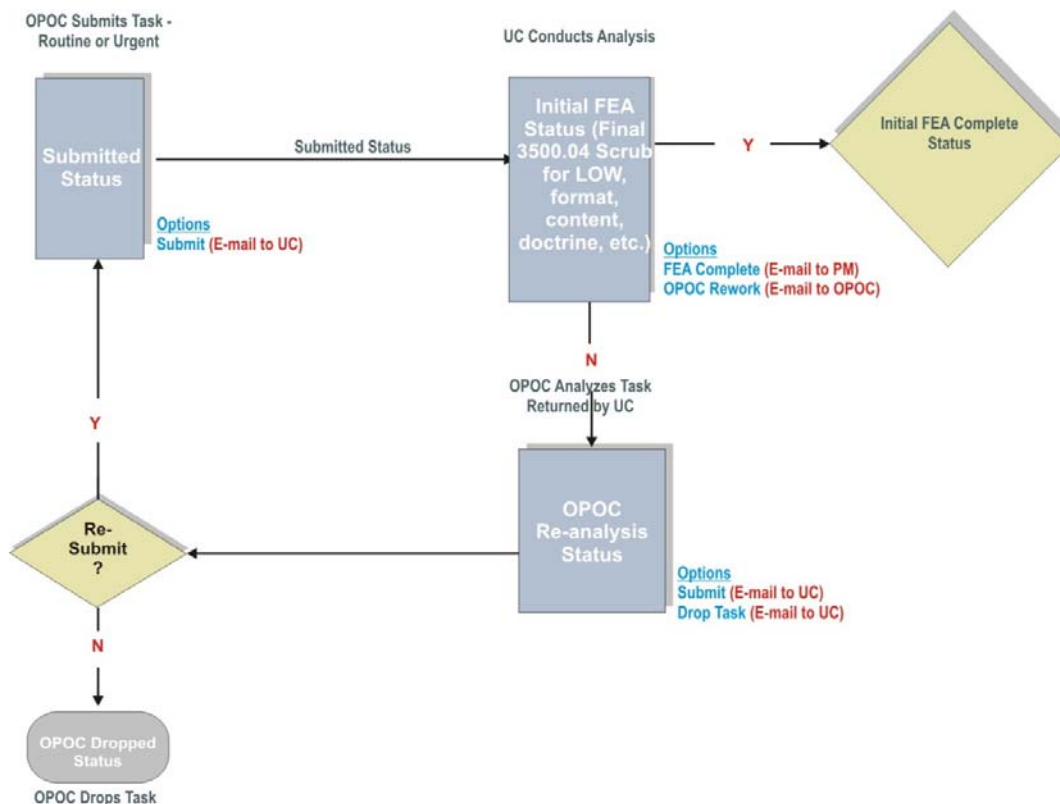


Figure D-2: Submittal and Initial Front End Analysis

b. Initial FEA Complete (Figure D-3). The Joint Staff J-7 Program manager (PM) decides whether the candidate task is complete and processing should continue. If the candidate task is incomplete, the J-7 PM returns it to the

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OPOC for additional analysis. The OPOC will decide to resubmit the candidate task or to drop the candidate task. If the candidate task does not require further development, the J-7 PM sends it to the UC for Joint Staff coordination. If the candidate task is required for readiness reporting, it will be designated as 'Urgent' and entered into the Urgent Task Submission Process. If the candidate task requires additional development, the J-7 PM will submit it to Office of Primary Responsibility (OPR)/Subject Matter Lead (SML)/Subject Matter Organization (SMO)/Subject Matter Expert (SME) coordination.

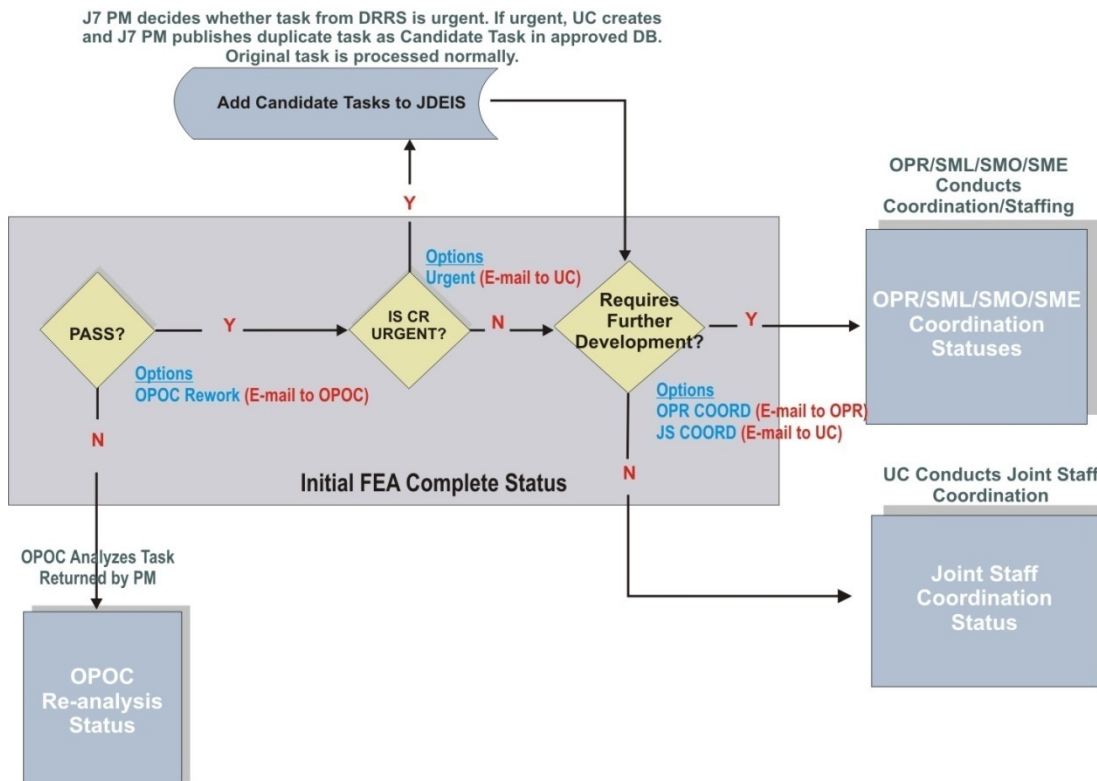


Figure D-3: Initial Front End Analysis Complete

(1) Urgent Task Submission Process. The urgent UJTL submission process places a candidate task in a temporary status in the approved UJTL DB in order to permit the task to be available for readiness reporting by the respective submitting command, agency, or organization. Although the candidate task becomes available for readiness reporting, it continues through the normal UJTL submission process. Joint Staff J-7 Director (DJ-7) designates candidate task submissions required for readiness reporting as "urgent" requests. Following Initial FEA completion, the J-7 PM validates the UJTL submission and then forwards the task(s) to DJ-7 for approval. Upon approval the task will be entered into the JDEIS DB as a "candidate" task and will be available in JTIMS and DRRS. When initially entered into the UJTL DB, the "candidate" task will be designated by an asterisk (*) annotation following the Task Number/Title. Upon Director, Joint Staff approval, at the completion

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of the submission process, the task will be updated to reflect the staffing action and the asterisk will be removed.

(2) OPR/SML/SMO/SME Coordination. Based on the subject or functional area of the candidate task, the Joint Staff UJTL PM will designate an OPR, usually a Joint Staff office. The OPR in turn assigns the analysis of the candidate task to an appropriate SML and monitors staffing progress. The SML in turn assigns the candidate task to the appropriate SMO. The SMO is responsible for ensuring complete and comprehensive staffing of the candidate task, to include coordination with all affected subordinate communities, including the joint doctrine development community. The SMO establishes a group of SMEs with expertise in the area and staffing begins. At the conclusion of this functional staffing process, the OPR will finalize the candidate task and submit to the J-7 UJTL PM for Joint Staff coordination.

c. Joint Staff Coordination and AO Vote (Figure D-4)

(1) The J-7 UJTL PM and the UC conduct a final review on the candidate task(s) in preparation for AO voting. The J-7 UC conducts Joint Staff coordination/FEA on the candidate task and forwards the task to the PM and ultimately AO coordination. Additional OPR and OPOC consideration and analysis may result in a decision to drop the task prior to AO coordination.

(2) The initial vote on the candidate task is conducted by use of the UTDT voting module. OPOCs are responsible for collecting and entering comments from AOs within their respective commands. These comments will be entered into the UTDT voting module for submission to the J-7 PM. The J-7 PM will close voting in the voting module and move the candidate task to Mid FEA.

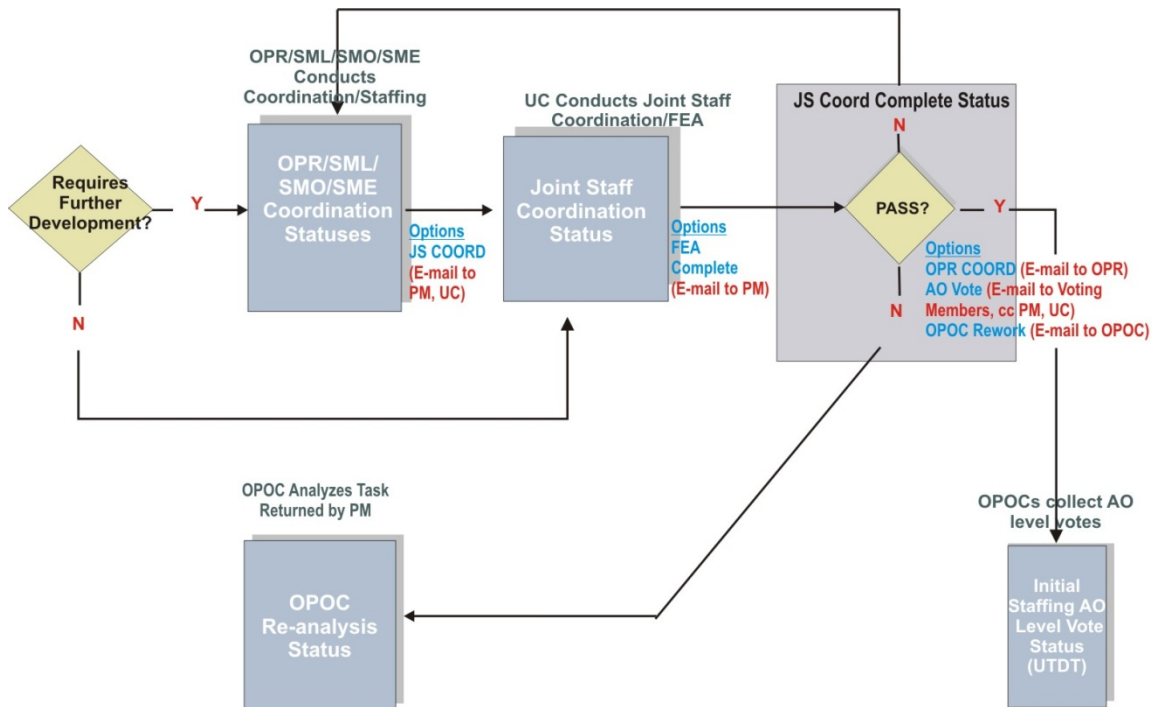


Figure D-4: Joint Staff Coordination and Action Officer Vote

d. Mid FEA, Mid FEA Complete, and Planner Level Vote (Figure D-5)

(1) Mid FEA. The J-7 UC conducts Mid FEA on the candidate task. At the completion of Mid FEA, the UC forwards the candidate task to the J-7 PM.

(2) Mid FEA Complete. The J-7 PM will address critical or major comments during this analysis. If the candidate task is determined to be acceptable it moves on to Planner-level voting. If as the result of the AO voting, candidate task(s) appear to possess major issues or concerns they may be moved back into OPR/SML/SMO/SME coordination or OPOC re-analysis. Additionally, during this analysis, the J-7 PM determines whether additional task detail (formerly known as Joint Task Articles) is required (or specifically requested by the submitting organization) to enhance the candidate task. This additional task detail is not directive in nature, but will provide additional detail to complement the task.

(3) Planner-Level Vote. The planner is a military O-6 or civilian equivalent in a position to respond authoritatively for their respective command, Service, or agency. The appearance of the planner name in the UTDT vote will count as planner-level staffing. The planner-level staffing is considered the final vote prior to the DJ-7 review and the DJS approval. The final vote on the candidate task is conducted by use of the UTDT voting module. OPOCs are responsible for collecting and entering comments from planners in their respective commands. These comments will be entered into

the UTDT voting module for submission to the J-7 PM. The J-7 PM will close voting in the voting module and move the candidate task to Final FEA.

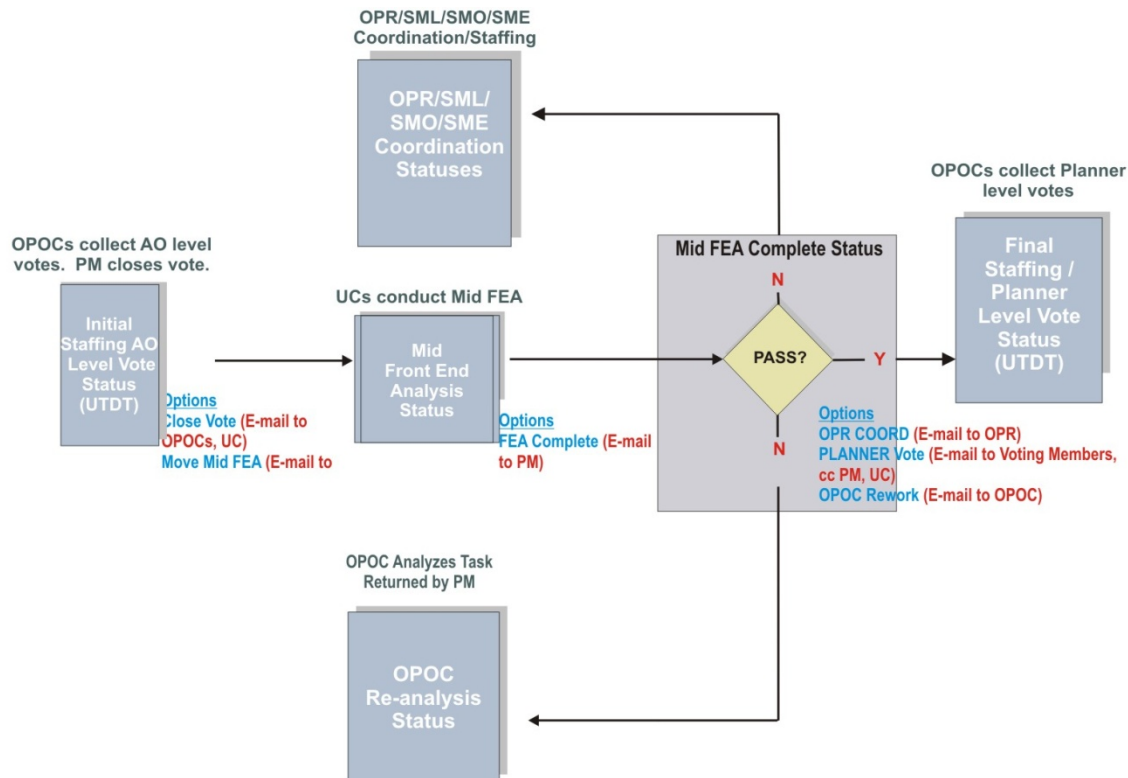


Figure D-5: Mid FEA, Mid FEA Complete, and Planner Vote

e. Final FEA, Final FEA Complete, Joint Staff Action Process (JSAP), and Approval (Figure D-6)

(1) The J-7 UC conducts Final FEA on the candidate task. Final FEA is conducted as a review and final check to ensure the candidate task is ready for DJ-7 review and DJS approval. At the completion of Final FEA, the UC forwards the candidate task to the J-7 PM.

(2) The results from the planner staffing will be adjudicated during Final FEA complete. Per reference h, any critical or major comments from the planner-level voting require the approval of a voting organization general/flag officer, or civilian equivalent, and should be accompanied by specific objections and supporting rationale. The J-7 PM will attempt to resolve critical or major 'non-concur' votes. If no agreement can be reached, then the candidate task(s) will be placed into OPOC Re-analysis for revision and resubmission back through the submission process. Once the candidate task is determined to be acceptable it moves on to DJS Approval.

(3) DJ-7/DJS via JSAP. The J-7 PM will prepare a JSAP containing candidate tasks for submission to the DJ-7 and Director, Joint Staff. The DJ-7 will review the candidate tasks from the UTDT process and submit to the Director, Joint Staff for approval. DJS-approved candidate tasks will be added to the approved UJTL DB. DJS-denied candidate tasks will be dropped.

(4) Update JDEIS. Once approved by the Director, Joint Staff, the authoritative UJTL DB will be updated with the approved, modified, or deleted tasks. The UDC will normally be notified via email when UJTL task changes are approved and entered into the UJTL DB.

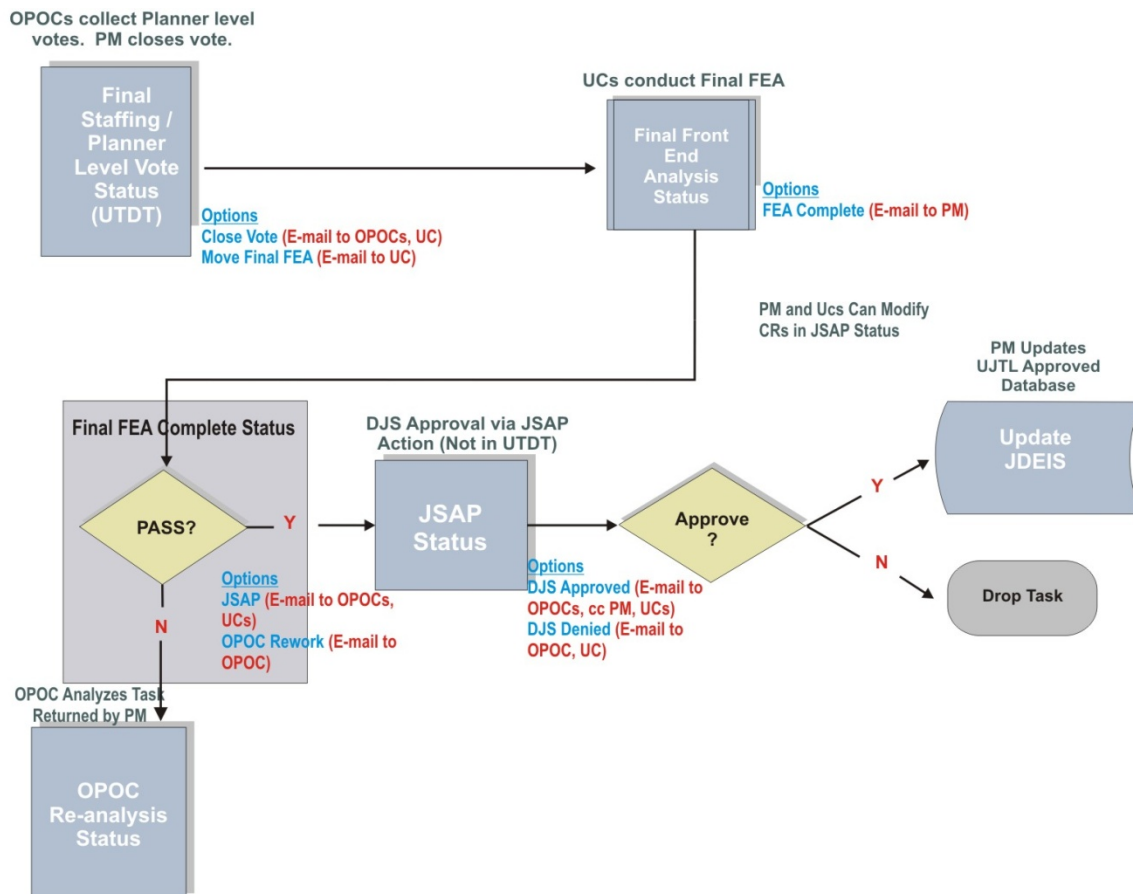


Figure D-6: Final FEA, Final FEA Complete, JSAP, and Approval

ENCLOSURE E

FORMATTING AND DISTRIBUTING UJTL TASKS

1. Formatting UJTL Tasks

a. The hierarchical placement of a candidate UJTL task is crucial to the approval process. Incorrect placement will delay, and quite possibly stop, the approval process for the candidate task. Abbreviations and acronyms used in a UJTL task title will be established within that UJTL task's description by placing the abbreviation or acronym in parentheses following the first appearance of the term.

(1) A candidate task's numerical placement shall be determined by first deciding on which LOW the task should reside. While there is no direct link between levels of command and LOWs, certain commands tend to operate at particular LOWs. With that statement the following generally apply:

(a) SN and ST tasks are mainly used by geographic and functional combatant commanders and CSAs. These tasks are derived from global and theater war plans to achieve national objectives. They determine the use of national resources based on national/military objectives and guidance.

(b) OP tasks are mainly used by JTF commanders and rarely used by geographic and functional combatant commanders. OP tasks generally apply to commands operating where campaigns and major operations are planned or conducted to accomplish strategic objectives within a theater or in a JOA.

(c) TA tasks normally take place in battlefields and where engagements are executed. TA tasks are normally assigned to tactical units or task forces.

(2) Determining the numerical hierarchical value is accomplished by first associating the candidate task with the appropriate primary task. The primary task is that single digit task, such as SN 1, "Conduct Strategic Deployment and Redeployment," OP 1, "Conduct Operational Movement and Maneuvers," or TA 1, "Deploy/Conduct Maneuver." Further evaluation will be required to find the correct placement with the LOW.

(3) The title of the candidate UJTL task assists in determining the hierarchical placement of the task within the UJTL Hierarchy (i.e. "SN 4.2.3 Control National Inventories and Movements," "ST 4 Sustain Theater Forces," "OP 3.1.3 Develop Operational Targets," and "TA 5 Exercise Command and

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Control"). The title shall be clear and concise with one verb and one object of the verb per task (See Figure E-1: "Suggested Verbs by Level of War). The use of "and" can denote two tasks; in contrast, "Search and Rescue" is considered a single task. The title shall contain the task placement (Level of War: SN, ST, OP, or TA). Note: When duplicate LOW entries occur with different descriptions, the UC will contact the affected commands and initiate collaboration to resolve identical LOW placements.

Suggested Verbs by Level of War

Strategic National	Strategic Theater	Operational	Tactical
Advise	Conduct	Arrange	Accomplish
Advocate	Control	Conduct	Acquire
Conduct	Coordinate	Design	Carry-out
Control	Develop	Determine	Conduct
Coordinate	Direct	Develop	Employ
Design	Harmonize	Employ	Execute
Direct	Influence	Incorporate	Operate
Manage	Monitor	Integrate	Perform
Organize	Organize	Plan	Plan
Plan	Propose	Provide	
Provide	Support	Support	
Synchronize	Plan		
	Synchronize		

Figure E-1. Suggested Verbs by Level of War

(4) The body of text that follows the task title is identified as the description. The description should be limited to three to five sentences and provide a clear, concise definition of the task.

(5) A note (when applicable) is used to amplify the description or provide more clarity and follows the basic rules for a description. Notes are placed at the end of the body of the description and start on a new line.

(6) Where applicable, UJTL tasks are referenced to joint publications that provide additional information on the task and explain how the task is accomplished. Draft joint publications cannot be used. The UC will notify the Joint Staff if joint doctrine does not exist for a task. TA tasks can list multi-Service doctrine, Air Land Sea Application Center developed doctrine, Service Manuals, and Service Task Lists as references.

(7) All UJTL tasks must contain representative measures (See Figure E-2). As in task descriptions, measures must spell out acronyms the first time they are used if they have not been defined in the task title, task description, task note, or preceding task measure. Measures are defined by commander's

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guidance. Those measures that are listed with a UJTL task can be used with the associated tasks or provide planners with viable alternatives derived from other tasks. Commander's guidance will determine which measures will be used and the criteria standards to be applied. A standard is to be based on the measure and criteria to be applied. Each measure of a UJTL task contains a criterion. Each measure scale reflects a key dimension of task performance and can be measured in time (response time), rate (rate of movement), level of completion (percent), size of deviation (proximity of fires to target), power (engagement range), lethality (rate of kills), and success (percent of messages accurately sent). Simple measures contain a single measurement. Complex measures may involve contributions of more than one task and should not be used. Measures are quantifiable, based on either an absolute scale (the number of occurrences, or an amount of time) or a relative scale (a compared value to the total, expressed as a portion or a percent complete). Measures and criteria reflect how a task contributes to mission success. They are focused on performance with an output result, which can provide a measure of readiness/capability. (See Figure B-1, "Tasks, Measures, Criteria and Standards," in reference b)

M1	Percent	Of CBRN weapons capabilities that are detected and identified
M2	Minutes	To send/receive messages
M3	Yes/No	NBCWRS established with all joint/coalition forces
M4	Instances	Of initiating community action projects

Figure E-2, Examples of Measures

2. Distribution of UJTL Tasks. The master copy of UJTL tasks will be maintained in the JDEIS electronic DB and kept current and available at all times. The JDEIS UJTL DB will be updated upon DJS approval of changes IAW reference h. This is the primary distribution method for UJTL tasks. The UDC will normally be notified via email when UJTL task changes are approved and entered into the UJTL database.

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ENCLOSURE F

REFERENCES

- a. Title 10, US Code, section 153
- b. CJCSI 3500.02 Series, "UJTL Policy and Guidance for the Armed Forces of the United States"
- c. CJCSM 3500.03 Series, "Joint Training Manual"
- d. Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms"
- e. CJCSM 3170.01 Series, "Operations of the Joint Capabilities Integrated Development System"
- f. CJCSI 3500.01 Series, "Joint Training Policy and Guidance for the Armed Forces of the United States"
- g. CJCSI 5711.01 Series, "Policy on Action Processing"
- h. CJCSI 1800.01 Series, "Officer Professional Military Education Policy (OPMEP)"
- i. DODD 1322.18, "Military Training"

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GLOSSARY

PART I -- ABBREVIATIONS AND ACRONYMS

When new acronyms and/or terms are incorporated with a submittal into this glossary, the acronym will be spelled out completely, and new terms will be submitted with appropriate definitions. Upon approval by the Joint Staff, the UC will forward these new inputs for inclusion into the JP 1-02, "Department of Defense Dictionary of Military and Associated Terms."

AMETL	agency mission-essential task list
AO	action officer
ASW	antisubmarine warfare
C2	command and control intelligence
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCJO	Capstone Concept for Joint Operations
CJTF	Combined Joint Task Force
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CJTF	commander, joint task force
CSA	combat support agency
DB	database
DCA	defensive counterair
DJ-7	Director, J-7
DJS	Director, Joint Staff
DOD	Department of Defense
DODD	Department of Defense directive
DOS	Department of State
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities
DRRS	Defense Readiness Reporting System
FAA	functional area analysis
FCB	functional capability board
FEA	front end analysis
FID	Foreign Internal Defense
IAW	in accordance with
JCA	joint capability area

JDEIS	Joint Doctrine, Education, and Training Electronic Information System
JFACC	joint force air component commander
JFC	joint force commander
JMET	joint mission-essential task
J/AMETL	joint/agency mission-essential task list
JOA	joint operations area
JP	joint publication
JS	the joint staff
JSAP	Joint Staff action process
JTF	joint task force
JTIMS	Joint Training Information Management System
JTS	Joint Training System
LD	land defense
LO	land offense
LOW	Level of War
MCT	Marine Corps Task
NBCWRS	nuclear, biological, and chemical Warning and Reporting System
NEO	noncombatant evacuation operation
NGB	National Guard Bureau
NSS	National Security Strategy
NTA	Naval Task List
OP	operational
OPOC	organizational point of contact
OPR	Office of Primary Responsibility
OV	operational view
PEO	peace enforcement operations
PKO	peacekeeping operations
PM	Program Manager
PO	peace operation
PSYOP	psychological operations
RSOI	reception, staging, onward movement, and integration
RSTA	reconnaissance, surveillance, and target acquisition
SAR	search and rescue
SEAD	suppression of enemy air defenses
SME	subject matter expert
SML	subject matter lead

SMO	subject matter organization
SN	strategic national
ST	strategic theater
TA	tactical
TM	theater missile
TMD	theater missile defense
UC	UJTL coordinator
UDC	UJTL Development Community
UJTL	Universal Joint Task List
USG	US Government
USJFCOM	US Joint Forces Command
UTDT	UJTL Task Development Tool

PART II – DEFINITIONS

The following terminology is chiefly specialized for joint training and is intended for use in this publication and the activities described herein. Unless indicated by a parenthetical phrase after the definition that indicates the source publication or document, these terms have not been standardized for general, DOD-wide use and inclusion in reference e. In some cases, reference e may have a general, DOD-wide definition for a term used here with a specialized definition for this instruction.

capability. The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks.

command-linked tasks. Discrete activities or actions designated by a joint force commander or identified by the lead federal agency that must be performed by commands and combat support agencies outside the command or directive authority of the joint force, if the joint force is to successfully perform its missions. Command-linked tasks are selected by the supported command or lead federal agency and are normally scheduled for training, evaluated, and assessed by the organization providing the support.

concept of operations (CONOPS). A verbal or graphic statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources. The concept is designed to give an overall picture of the operation. Also called commander's concept or CONOPS.

conditions. Variable of the operational environment, including scenario that affects task performance.

criterion. The minimum acceptable level of performance associated with a particular measure of task performance. It is often expressed as hours, days, percent, occurrences, minutes, miles, or some other command-stated measure.

effect. 1. The physical or behavioral state of a system that results from an action, a set of actions, or another effect. 2. The result, outcome, or consequence of an action. 3. A change to a condition, behavior, or degree of freedom (JP 1-02).

essential task. Tasks based on mission analysis and approved by the commander that are absolutely necessary, indispensable, or critical to the success of a mission.

implied task. A task that is not stated but necessary to do the mission.

interagency coordination. Within the context of Department of Defense involvement, the coordination that occurs between elements of the Department of Defense and engaged US government agencies, for the purpose of achieving an objective. (JP 1-02)

joint exercise. A joint military maneuver, simulated wartime operation, or other CJCS- or combatant commander-designated event involving planning, preparation, execution, and evaluation. A joint exercise involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander, involves joint forces and/or joint staffs, and is conducted using joint doctrine or joint tactics, techniques, and procedures.

joint mission-essential task (JMET). A mission task selected by a joint force commander deemed essential to mission accomplishment and defined using the common language of the universal joint task list in terms of task, condition, and standard. Also called JMET. See also condition, universal joint task list. (JP 1-02)

joint mission-essential task list (JMETL)/agency mission-essential task list (AMETL). A list of JMETs/AMETs selected by a commander or agency director to accomplish an assigned or anticipated mission that includes associated tasks, conditions, and standards, and requires the identification of command-linked and supporting tasks. Also called JMETL or AMETL.

Joint Professional Military Education (JPME). A CJCS-approved body of objectives, outcomes, policies, procedures, and standards supporting educational requirements of joint officer management. Also called JPME. (Reference i)

Joint Staff J-7 UJTL Coordinator. When referenced in the UJTL Manual, will be referred to as UJTL Coordinator (UC).

joint training. Training, including mission rehearsals, of individuals, units, and staffs using joint doctrine or joint tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the combatant commanders to execute their assigned or anticipated missions. (Reference j)

measure. A parameter that provides the basis for describing varying levels of task accomplishment.

military training. 1. The instruction of personnel to enhance their capacity to perform specific military functions and tasks. 2. The exercise of one or more military units conducted to enhance combat readiness. (JP 1-02)

mission. 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. 3. The dispatching of one or more aircraft to accomplish one particular task. (JP 1-02)

operation. 1. A military action or the carrying out of a strategic, tactical, service, training, or administrative military mission. 2. The process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign. (JP 1-02)

specified task. In the context of joint operation planning, a task that is specifically assigned to an organization by its higher headquarters. See also essential task; implied task.

standard. Quantitative or qualitative measures for specifying the levels of performance of a task. (Upon approval of this change, this term and its definition will be included on JP 1-02)

supporting task. Specific activities that contribute to accomplishment of a joint mission-essential task. Supporting tasks associated with a command or agency's mission-essential task list are accomplished by the joint staff or subordinate commands or agencies.

task. An action or activity (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability. (Upon approval of this change, this term and its definition will be included on JP 1-02)