

CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-3

DISTRIBUTION: A, B, C, J, S

CJCSI 3401.01D

10 December 2004

CHAIRMAN'S READINESS SYSTEM

References: See Enclosure I.

1. Purpose. This instruction establishes uniform policy and procedures for reporting and assessing the current readiness of the Armed Forces of the United States through the Chairman's Readiness System (CRS).
2. Cancellation. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3401.01C, 1 October 2002, is canceled as of 30 November 2004.
3. Applicability. This instruction applies to the all unified combatant commands (UCCs), Services, Joint Staff and the following DOD Combat Support Agencies (CSAs): Defense Intelligence Agency (DIA), Defense Information Systems Agency (DISA), Defense Logistics Agency (DLA), National Geospatial-Intelligence Agency (NGA), National Security Agency (NSA), Defense Threat Reduction Agency (DTRA) and Defense Contract Management Agency (DCMA).
4. Policy
 - a. Title 10, USC, directs the Chairman of the Joint Chiefs of Staff (CJCS, hereafter referred to as the Chairman) to advise the Secretary of Defense on critical deficiencies and strengths in force capabilities identified during the preparation and review of contingency plans (reference a, sections 153 (a)(3)(c)). The statute further requires the Chairman to establish, after consultation with the UCCs, a uniform system for evaluating the preparedness of each UCC to carry out assigned missions (reference a, section 153(a)(3)(D)) and a uniform system for reporting on the readiness and responsiveness of the CSAs to perform with respect to a war or threat to national security (reference a, sections 193 (a) and (c)).

b. The authority for assessing and reporting readiness of the Armed Forces parallels the areas found in the definition of readiness (see Glossary). Services assess and report on unit readiness and UCCs assess and report on joint readiness.

c. Reference a (section 167(e)(3)) provides that the Commander, US Special Operations Command (USSOCOM), is responsible for ensuring combat readiness and monitoring the preparedness of special operations forces (SOF). This unique statutory mandate fully supports the USSOCOM presentation on both unit and joint readiness for SOF. The CSAs assess and report their combat support readiness.

d. The UCC, Service, and CSA Joint Quarterly Readiness Review (JQRR) reporting process, as established in Enclosures A through H, provides the information necessary to fulfill the requirements established in references a and n.

e. Reference o outlines the Defense Readiness Reporting System (DRRS).

(1) DRRS supports Title 10 directives that task the Chairman to conduct the JQRR and provide a process to capture and analyze readiness issues for presentation at the SROC.

(2) DRRS and its suite of applications, to include the Enhanced Status of Resources and Training System (ESORTS), are currently in development. Therefore, implementation and process guidance is forthcoming. As this becomes available and system functionality is demonstrated and fielded, additional guidance will be promulgated through appropriate channels, and may eventually supersede portions of this instruction. This will be explicitly detailed in that guidance.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure B.

7. Summary of Changes. This instruction incorporates numerous revisions and process changes to the CRS and the JQRR. General guidance was added on the transition to DRRS. Several specific dates and timelines for reporting were removed. Reporting guidance for UCCs, Services, and CSAs was clarified. Current and Current +12 Months assessments were redefined. Timing for the feedback JQRR (FBJQRR) and Semiannual Deficiency Review (SDR) were accelerated. Finally, the JQRR and SDR report requirements were combined.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components, other federal agencies, and the public may

obtain color copies of this instruction through the Internet from the Joint Electronic Library, http://www.dtic.mil/cjcs_directives/cjcs/instructions.htm.

9. Effective Date. This instruction is effective upon receipt for the January 2005 JQRR reporting cycle beginning 1 January 2005.

For the Chairman of the Joint Chiefs of Staff:



NORTON A. SCHWARTZ
Lieutenant General, USAF
Director, Joint Staff

Enclosures:

- A - Introduction
- B - Responsibilities
- C - JQRR Process
- D - JQRR Reporting Procedures
- E - By-Exception JQRR Report
- F - Feedback JQRR
- G - Semiannual Deficiency Review
- H - JQRR Database Management
- I - References
- GL - Glossary

(INTENTIONALLY BLANK)

DISTRIBUTION

Distribution A, B, C, and J plus the following:

	<u>Copies</u>
Secretary of State.....	2
Director of Central Intelligence.....	2
Deputy Under Secretary of Defense (Readiness).....	3
Assistant Secretary of Defense (International Security Policy).....	2
Director, Program Analysis and Evaluation, OSD.....	2
President, National Defense University.....	2
President, Naval War College.....	2
Commander, Air University.....	2
Commandant, US Army War College.....	2
Commandant, Joint Forces Staff College.....	2
Commandant, Army Command and General Staff College.....	2
President, Marine Corps University.....	2
Director, Joint Command and Control Warfighting Center.....	2
Director, Joint Interoperability Test Center.....	2

(INTENTIONALLY BLANK)

LIST OF EFFECTIVE PAGES

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

PAGE	CHANGE	PAGE	CHANGE
1 thru 4	O	E-1 thru E-2	O
i thru viii	O	F-1 thru F-4	O
A-1 thru A-4	O	G-1 thru G-2	O
B-1 thru B-4	O	H-1 thru H-2	O
C-1 thru C-4	O	I-1 thru I-2	O
D-1 thru D-14	O	GL-1 thru GL-8	O

TABLE OF CONTENTS

ENCLOSURE	PAGE
A INTRODUCTION	
Purpose	A-1
Scope	A-1
Context.....	A-1
General.....	A-2
Release of JQRR Reports	A-3
Classification	A-3
Changes to Policy.....	A-3
B RESPONSIBILITIES	
General.....	B-1
The Vice Chairman of the Joint Chiefs of Staff.....	B-1
Combatant Commands	B-1
Services and USSOCOM.....	B-1
Combat Support Agencies	B-1
The Director, Joint Staff.....	B-1
Joint Staff.....	B-2
C JQRR PROCESS	
JQRR Assessments	C-1
By-Exception JQRR	C-1
Feedback JQRR	C-2
SDR.....	C-2
SRR	C-2
Attendees.....	C-3
Readiness Web Page.....	C-3
D JQRR REPORTING PROCEDURES	
General.....	D-1
JQRR Timeline	D-3
JQRR Reporting	D-3
Service and USSOCOM Readiness Briefings	D-10
Overall Readiness Assessment	D-10

E	BY-EXCEPTION JQRR REPORT	
	Purpose	E-1
	Requirement	E-1
	Monthly Readiness Review	E-1
F	FEEDBACK JQRR	
	Overview	F-1
	New Issues	F-1
	JQRR Deficiency Status	F-2
	FBJQRR Briefing	F-4
	Providing Feedback	F-4
G	SEMIANNUAL DEFICIENCY REVIEW	
	Overview and Purpose	G-1
	General	G-1
	Process	G-1
H	JQRR DATABASE MANAGEMENT	
	Deficiency Database	H-1
	JQRR DDB Maintenance Tasks	H-1
I	REFERENCES.....	I-1
GL	GLOSSARY	
	Part I - Abbreviations and Acronyms	GL-1
	Part II - Definitions	GL-4
	Part III - JQRR Lexicon	GL-7
FIGURES		
A-1	Chairman's Readiness Assessment	A-1
A-2	Risk Framework	A-2
C-1	The Chairman's Readiness System.....	C-2
D-1	JQRR Sequential Reporting Process	D-2
D-2	Example Functional Area/METL Assessment.....	D-5
D-3	JQRR Deficiency Acceptance Flow Chart.....	D-7
D-4	JQRR Report Format	D-12
D-5	Deficiency Aggregation.....	D-13
F-1	Deficiency Workflow Process	F-3

TABLES

B-1	Joint Staff Office of Primary Responsibility.....	B-2
D-1	JQRR M-Level Criteria	D-4
D-2	Service Functional Areas	D-6
D-3	Readiness Assessment Level Definitions.....	D-9

(INTENTIONALLY BLANK)

ENCLOSURE A

INTRODUCTION

1. Purpose. This instruction provides CJCS policy for the standardized reporting of UCC, Service, and CSA readiness assessments in the JQRR. (See Glossary for nonstandard terms associated with the JQRR.)

2. Scope. The Chairman's Readiness System is designed to provide DOD leadership a current, macro-level assessment of the military's readiness to execute the National Military Strategy (NMS) (Figure A-1). The JQRR does this through the combination of the Services' readiness assessments, to include Global Status of Resources and Training System (GSORTS) data, the UCCs' readiness assessments of their joint mission-essential tasks (JMETs) and the CSAs' agency mission-essential task (AMET) readiness assessments.



Figure A-1. Chairman's Readiness Assessment

3. Context

a. Title 10, USC, section 117d, requires the Chairman to conduct, on a quarterly basis, a joint review to measure the level of current readiness based upon the reporting of the capability of forces to carry out their wartime

missions. The CRS, specifically through the JQRR, provides the means to meet these statutory requirements while supporting a process that provides timely and accurate reporting to the DOD leadership. The JQRR continuously assesses readiness in the near-term, evaluates readiness trends, and identifies mitigations and solutions to address specific readiness shortfalls.

b. The JQRR is also an integral component of the Chairman's Joint Risk Assessment System (JRAS) conducted by the Director, J-5 (Figure A-2). The JRAS provides the means for the Chairman to provide an annual assessment of the nature and magnitude of the strategic and military risks associated with executing the missions called for in the current NMS. Specifically, the JQRR contributes toward the assessment of military risk. Close collaboration between the Director, J-3 (DJ-3), and Director, J-5, on these two staff processes improves fidelity and synergy to provide the best assessment to senior DOD leadership.

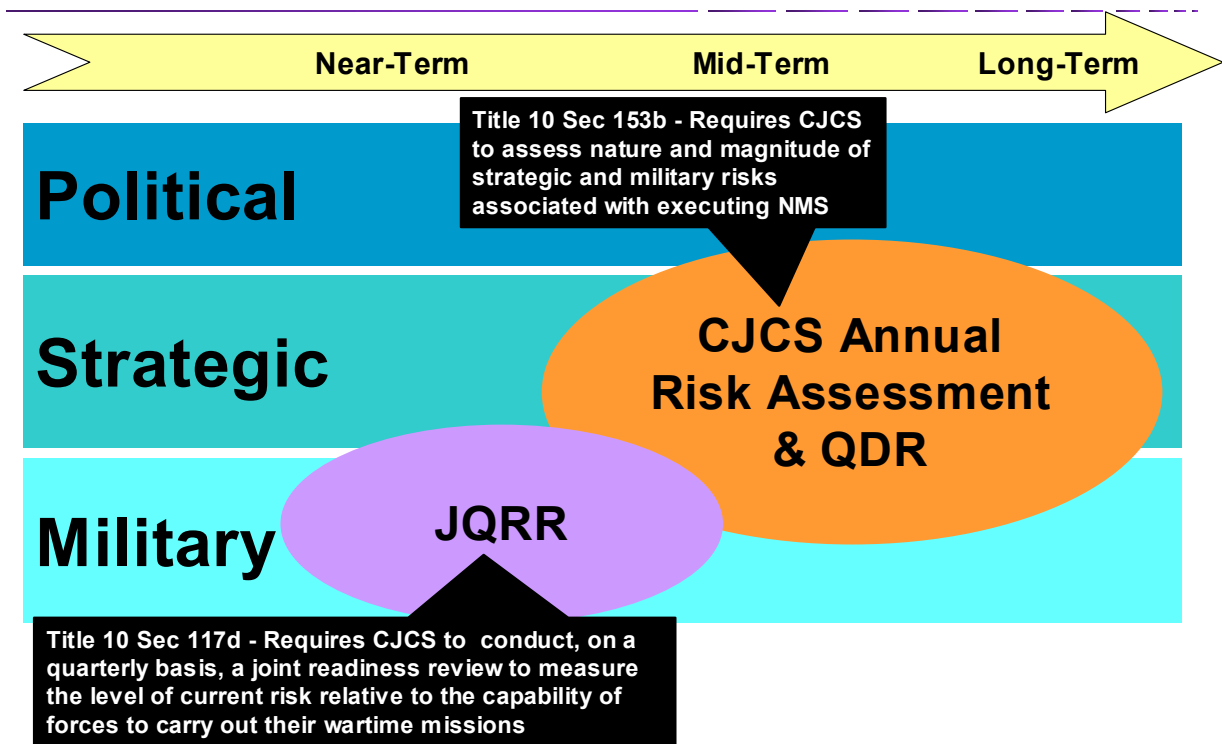


Figure A-2. Risk Framework

4. General

a. The JQRR focus is on near-term operational issues, not the long-term requirements process. The goal is to identify and potentially correct short-term deficiencies, given limited resources, to maximize near-term warfighting capability. As such, it is not formally associated with a phase in the planning,

programming, budgeting and execution (PPBE) process or Joint Requirements Oversight Council (JROC). However, information derived from the JQRR is provided as feedback into Joint Staff programming and planning processes. Long-term requirements, force structure and modernization issues are best addressed via UCC integrated priority lists (IPLs) and the Joint Capabilities Integration and Development System (JCIDS) through the various Functional Capabilities Boards (FCBs).

b. The JQRR assesses current readiness against approved, documented requirements. Capabilities must be resident in current force structure to be considered as readiness issues. Potential concerns, vulnerabilities, or desired capabilities are more appropriately explored through war games, training exercises, demonstrations or analysis sponsored by Joint Staff/J-8.

c. Through the combined readiness reports from all organizations, the JQRR measures the capabilities available to the combatant commanders to execute their regional plans designed to support the NMS goals and taskings.

5. Release of JQRR Reports. JQRR reports are defined as military capability information governed by CJCSI 5714.01 (reference f). An individual report from the UCCs, Services, or CSAs is considered military capability information and must be referred to the originator for release determination. The Joint Staff consolidated JQRR reports are considered military capability information and must be referred to the DJ-3, for release determination.

6. Classification. All JQRR reporting materials should be kept to the SECRET or lower level. This includes specific JMET, AMET or functional area (FA) assessments; references to Joint Strategic Capabilities Plan (JSCP) or OPLAN timelines, planning guidance, assumptions; host-nation strengths or deficiencies; and JQRR deficiency titles. Portions of JQRR reports and briefings with caveats (e.g., NOFORN, REL CAN, REL ROK) should be appropriately marked. Information classified above SECRET or in special categories will not be explicitly discussed or presented in the JQRR process, but can be addressed in appropriately classified forums to ensure all readiness issues have visibility.

7. Changes to Policy. All recommended changes to the JQRR process or this instruction must be submitted to the Joint Staff/J-3 for coordination with the UCCs, Services, CSAs, and the Joint Staff. The Chairman must approve significant changes.

(INTENTIONALLY BLANK)

ENCLOSURE B

RESPONSIBILITIES

1. General. The UCCs, Services, CSAs, and Joint Staff directorates:
 - a. Provide a primary point of contact to J-3 Readiness to coordinate JQRR preparation.
 - b. Assist in preparation of a collaborative JQRR feedback report that addresses respective organization's readiness deficiencies and concerns raised within the JQRR.
2. The Vice Chairman of the Joint Chiefs of Staff. The Vice Chairman of the Joint Chiefs of Staff (VCJCS, hereafter referred to as the Vice Chairman) heads up the quarterly Strategic Readiness Review (SRR) to review key readiness trends, strategic implications of key deficiencies, and COAs for risk mitigation. The Vice Chairman also oversees the entire JQRR process by reviewing and resolving controversial issues between the UCCs, Services, CSAs, and the Joint Staff.
3. Combatant Commands. The UCCs assess and report joint readiness against their JMETs to the Joint Staff/J-3 per Enclosure D. UCC assessments address deficiencies impacting joint force effectiveness and provide specific comments on the responsiveness and adequacy of supporting organizations.
4. Services and USSOCOM. Normally, OpsDepts (or readiness representatives) represent the Services and USSOCOM at the JQRR and assess and report readiness against FAs (until Service METs have been developed) per Enclosure D.
5. Combat Support Agencies. The CSAs assess and report agency readiness against their AMETs to the Joint Staff/J-3 per Enclosure D. CSA assessments include specific comments on their readiness and ability to support UCCs.
6. The Director, Joint Staff. The Director, Joint Staff (DJS, hereafter referred to as the Director), chairs the FBJQRR, approves acceptance of new deficiencies and any status changes, and forwards controversial issues between the UCCs, Services, CSAs, and the Joint Staff to the Vice Chairman for resolution. The Director assigns Joint Staff directorates to resolve accepted readiness deficiencies. The Director nominates deficiencies for potential FCB action. The Director, in coordination with the reporting UCC, Service, or CSA, recommends closure of corrected deficiencies.

7. Joint Staff. The Joint Staff is the focal point of the JQRR process. In general, Joint Staff directorates analyze joint readiness reports from the UCCs, Services, and CSAs and prepare presentations for the JQRR, any by-exception JQRR, FBJQRR, SDR, and SRR. Joint Staff responsibilities are as follows:

a. Office of Primary Responsibility (OPR). Issue and deficiency assignments are made to Joint Staff directorates, based upon J-3 Readiness recommendations to the Director. Table B-1 lists general functional areas and OPRs. Once assigned, OPRs then identify JQRR point(s) of contact to:

(1) Analyze new issues identified by UCCs, Services, and CSAs in their JQRR reports.

JOINT STAFF OPR	FUNCTIONAL AREA
J-3 Readiness	Overall JQRR Responsibility
J-1	Personnel & Manpower Support
J-2	Intelligence Support
J-3 DDGO	Information Operations, PSYOP
J-3 DDSO	Special Operations
J-3 DDGO/STOD	Space Operations
J-3 DDGO/STOD	Nuclear Operations
J-3 DDAT/HD	Antiterrorism/Force Protection
J-4	Combat Engineering
J-4 J-8 (CBRN)	Logistics and Sustainment
J-4	Mobility
J-4	Infrastructure
J-4	Health and Other Services
J-5 (Policy/Strategy) J-7 (War Plans)	Joint Operations Plans and Policy
J-6	Command, Control, Communications, Computers
J-7 JTD	Training

Table B-1. Joint Staff Office of Primary Responsibility

(2) Brief recommended acceptance or rejection of new issues and status of actions taken to address deficiencies at the FBJQRR per Enclosure F.

(3) Monitor the status of assigned deficiencies and input information into the JQRR deficiency database (DDB) by updating the "Remarks" section. (Note: J-3 Readiness maintains the DDB in accordance with (IAW) Enclosure H.)

- (4) Update and brief status of assigned deficiencies during the SDR.
- (5) Assess readiness issues for potential FCB consideration.
- (6) Provide recommendations for status (color) change or closure of deficiencies. Coordinate status changes or closures with the appropriate UCC, Service, and/or CSA.

b. Additional Joint Staff responsibilities:

- (1) J-3 will coordinate and conduct the JQRR process as established in Enclosures A through H.
- (2) J-7 will provide updates on UCC and CSA J/AMETs associated with deliberate plans and operations to assist in the readiness assessments.
- (3) J-8 will track the status and keep UCCs, Services, and CSAs informed on the readiness deficiencies addressed by FCBs.

(INTENTIONALLY BLANK)

ENCLOSURE C

JQRR PROCESS

1. JQRR Assessments. The JQRR provides a snapshot of Current, Current +12 Months, and Scenario readiness (see Enclosure D), and is generally conducted at the end of the first month of each quarter (January, April, July, October). See Figure C-1. UCCs, Services (if required), and CSAs submit JQRR reports to the Joint Staff/J-3 per Enclosure D. Services and USSOCOM also present readiness briefs, per Enclosure D. (Note: Because of USSOCOM's unique responsibilities as both a combatant command and a force provider, it reports as both.)

a. Sequential Reporting. The JQRR normally evaluates two NMS scenarios each calendar year. Each scenario evaluation consists of two interrelated, sequential quarterly reviews conducted by the supported and supporting UCCs, Services, and CSAs.

(1) Initial JQRR Scenario Assessment. In the initial quarter, supporting UCCs, Services, and CSAs assess Current and Current +12 Months readiness, and support to the Scenario, based on the specified "as of" date(s).

(2) Subsequent JQRR Scenario Assessment. In the subsequent quarter, supported UCC assessments consider the findings and reports from the initial JQRR (supporting UCCs, Services, CSAs). They then assess their Current, Current +12 Months readiness, and readiness to execute the Scenario using the specified "as of" date(s). Services (including USSOCOM) also provide readiness briefs at subsequent JQRRs.

b. JQRR Reporting Guidance Message. The Reporting Guidance Message will clearly articulate the scenario, JQRR reporting timeline, the reporting "as of" date, and any other specific guidance.

c. Reporting Options. Significant military events or circumstances may dictate a no-scenario quarterly assessment, a compressed sequential scenario assessment, or a short-notice, out-of-cycle assessment. These variations will be addressed in the Reporting Guidance Message.

2. By-Exception JQRR. UCCs, Services, and CSAs are to review their readiness during the months between scheduled JQRRs. Any significant changes in readiness are to be reported to J-3 in a By-Exception Report (see Enclosure E).

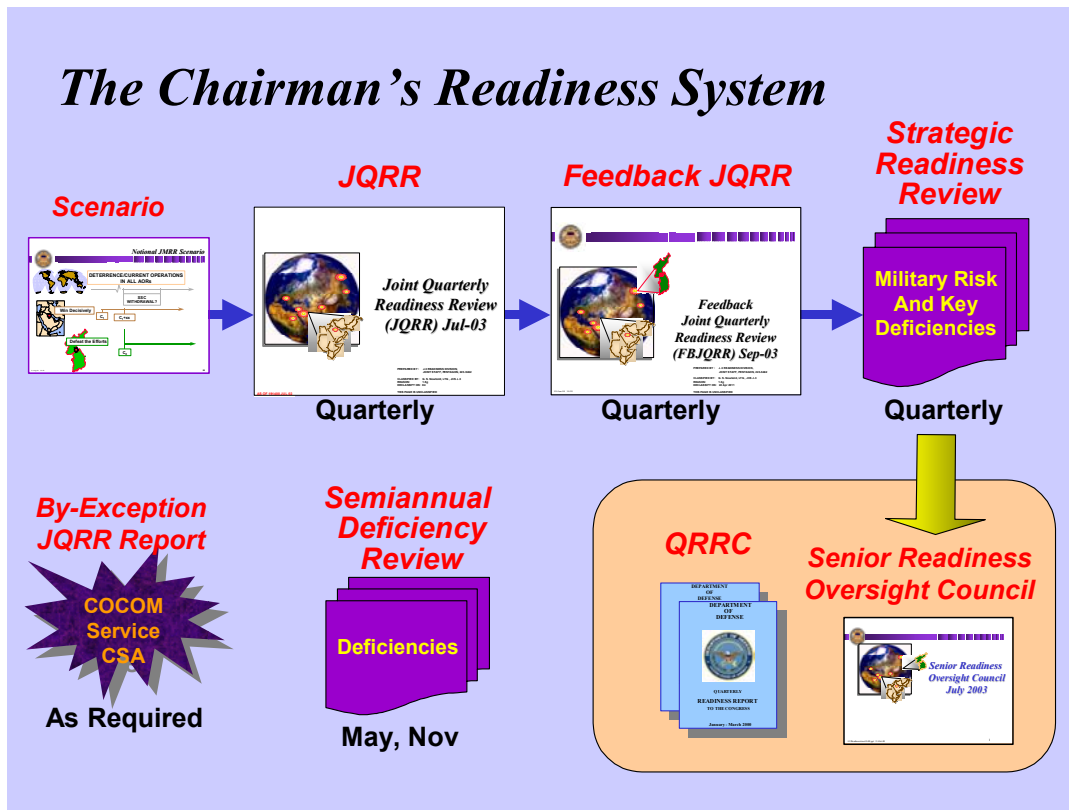


Figure C-1. The Chairman's Readiness System

3. Feedback JQRR. The FBJQRR (see Enclosure F) is chaired by the Director and held in the month following the JQRR. This review covers the status of actions to address readiness deficiencies and issues identified by the UCCs, Services, and CSAs in the previous JQRR.

4. SDR. The J-3 Deputy Director for Global Operations (DDGO) chairs the SDR (see Enclosure G). The SDR reviews all deficiencies, with a specific focus on deficiencies that have not been presented at the JQRR, FBJQRR, or the SRR within the previous 6-month period and reviews the cumulative effect of deficiencies to execution of the NMS. The SDR is conducted 10 to 20 days prior to the spring and fall FBJQRR.

5. SRR. The SRR, chaired by the Vice Chairman, is tailored specifically to make decisions relating to strategic risk management on issues forwarded by the Director. The SRR is conducted immediately following the FBJQRR.

a. J-3 Readiness presents an overall readiness assessment, including key readiness elements and operational concerns. The Joint Staff also makes recommendations on accepting new deficiencies and proposed actions to mitigate risk, for inclusion during the SROC, JROC, or other applicable forums.

b. Issues or recommendations lacking consensus between the UCCs, Services, CSAs, or Joint Staff are forwarded to the SRR for resolution. The Vice Chairman serves as the final authority for all JQRR issues.

c. When the SRR addresses significant UCC, Service, or CSA equities, designated organizational representatives will be invited to attend and brief the Vice Chairman.

d. Subject to content and significant issues, the Director may direct a tableside brief or "paper-only" SRR in lieu of a formal briefing.

6. Attendees

a. Unified Combatant Commands. UCCs provide a representative at each JQRR who will be prepared to brief, discuss, and explain the commander's position on readiness issues.

b. Services and USSOCOM. Services and USSOCOM OpsDepts (or their readiness representatives) are the senior attendees and present their readiness briefings during each JQRR (initial and subsequent).

c. Combat Support Agencies. CSAs provide a representative at each JQRR who will be prepared to brief, discuss, and explain the agency's position on readiness issues.

d. The Joint Staff. The Joint Staff J-Directors are the senior representatives for the Joint Staff directorates. J-directors or their representatives attend.

e. OSD. DUSD(R) or a representative is invited to attend all JQRR forums.

7. Readiness Web Page. Coordination directives from the Joint Staff will be promulgated via official message traffic. Dissemination of reports, briefings and general information will be accomplished via posting to the J-3 Readiness Web page, <http://nmcc20a.nmcc.smil.mil/~dj9j38re/readiness/index.htm>

(INTENTIONALLY BLANK)

ENCLOSURE D

JQRR REPORTING PROCEDURES

1. General

a. Reporting Guidance Message

(1) The JQRR Reporting Guidance Message provides required information for UCCs, Services, and CSAs to prepare their readiness assessments. Information will include the reporting "as of" date, which organizations are to report, reporting suspenses, any special reporting requirements, and scenario information.

(2) The purpose of the scenario assessment is to assess the Department's ability to support a specific NMS-directed mission. Generally it involves execution of an approved operational plan but may include additional threats or lesser contingencies to assess readiness to execute all portions of the NMS. Specific scenario timelines, assumptions, force sourcing information, and priorities will be outlined in the reporting message.

(3) USJFCOM will develop force-sourcing plans for the scenario, which include an Army and Marine Ground Force Flow, a Navy Carrier and Expeditionary Strike Group (CSG and ESG) Flow, and an Air Force Aerospace Expeditionary Force (AEF) Timeline. This data will be suspended separately from the JQRR reports and with sufficient lead-time to allow USTRANSCOM to evaluate the scenario force flow timeline and overall transportation feasibility. Services will provide the most current GSORTS C-Rating data for the identified forces. This information, along with USTRANSCOM's analysis, is then provided to the supported UCCs to evaluate execution of the selected scenario.

b. Sequential Reporting Cycle. Sequential reporting affords the opportunity for supported UCCs to assess the readiness reports of supporting UCCs, Services, and CSAs and provide a more complete and relevant picture of US readiness to execute the NMS. A scenario is selected and assessed over two quarterly reporting periods, with all supporting organizations reporting during the initial JQRR and supported UCCs, along with Services, reporting in the subsequent JQRR. Any organization may submit a By-Exception report at any time to report significant changes in their readiness status. Issues and shortfalls identified in each JQRR are staffed to the Joint Staff JQRR POCs for analysis and potential acceptance as deficiencies. Results of this analysis are presented at the next FBJQRR and SRR, along with an overall readiness assessment. See Figure D-1 for the sequence of the JQRR process.

(1) Initial JQRR. Generally, all supporting UCCs, Services, and CSAs report during the initial JQRR per the reporting guidance message. Supporting UCCs, CSAs, and Services (if required) submit JQRR reports; Services and USSOCOM also submit readiness briefs. An overall information briefing is developed by J-3 Readiness, based on submitted JQRR reports and Service briefs, and presented to the DJ-3. New issues and shortfalls are then staffed to begin the FBJQRR process.

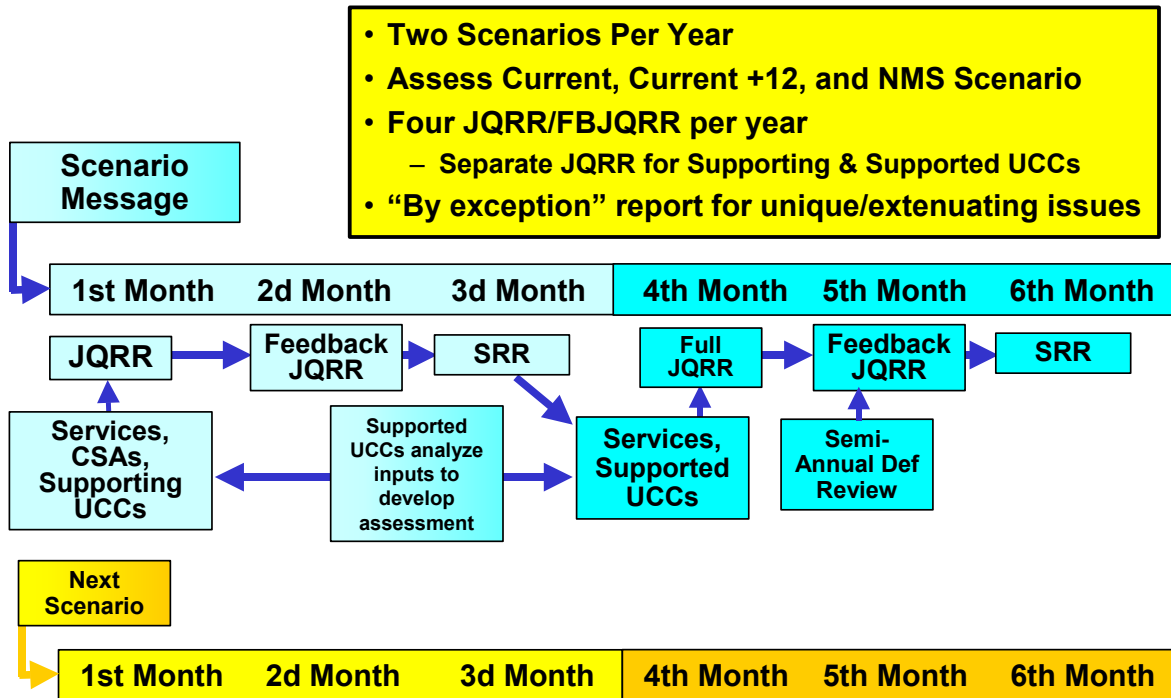


Figure D-1. JQRR Sequential Reporting Process

(2) Subsequent JQRR. All supported UCCs, Services, and USSOCOM report in the subsequent JQRR. Supporting organization will submit By-Exception reports, if required. The scenario timeline and “as of” date will be specified in the reporting guidance message. Supported UCCs prepare their reports and scenario assessments taking into consideration the reports and results from the initial JQRR. Services and USSOCOM prepare unit readiness briefings based on an updated GSORTS data pull date specified in the JQRR reporting guidance message. J-3 Readiness again develops an information briefing that is presented to the DJ-3, and any new issues and shortfalls are again analyzed in the FBJQRR process. The subsequent JQRR completes the sequential reporting cycle.

c. Reporting Options. With the goal of providing current and relevant readiness data to senior leadership, the JQRR reporting and timelines may be adjusted to address real-world events or specific readiness issues. The JQRR

assessment may be conducted with no scenario. Reporting times may be varied to deconflict or coincide with significant events. Timelines may be compressed to provide more current reporting data. Special focus areas may be added to highlight a particular readiness issue, or a JQRR may be conducted out-of-cycle to assess a specific time or event. All changes in the reporting procedures and timelines will be coordinated and detailed in the reporting guidance message.

2. JQRR Timeline

a. Four Months Prior to the JQRR Brief. The JQRR process begins with the development of the NMS scenario. The scenario is based on guidance from DJ-3 and DDGO, as well as general guidance from the Chairman and OSD. The scenario and reporting guidance message is coordinated with the Joint Staff, UCCs, Services, and CSAs for inputs prior to formal release.

b. Three Months Prior to the JQRR Brief. The scenario and reporting guidance message is staffed and sent to the DJ-3 for approval. It is normally released no later than 75 days prior to the JQRR and is also posted to the Readiness Web page.

c. Three Weeks Prior to JQRR Brief. J-3 Readiness receives the UCC, Service (if required), and CSA reports. These messages are condensed to highlight key issues and concerns for inclusion in the JQRR briefing. The final messages are posted on the J-3 Readiness Web page.

d. Two Weeks Prior to the JQRR Brief. J-3 Readiness conducts a video teleconference with the UCCs, Services, and CSAs to ensure the Joint Staff accurately captured the readiness assessments and issues. Any changes are captured and made prior to the Planner JQRR.

e. One Week Prior to the JQRR Brief. J-3 Readiness receives the draft Service slides, generally the day prior to the Planner JQRR, or as specified in the reporting guidance message. J-3 Readiness conducts the Planner JQRR (a dry-run for the JQRR) with Joint Staff representatives and Service planners to resolve any issues prior to the JQRR brief. The final brief is posted to the J-3 Readiness Web page for dissemination prior to the actual JQRR brief.

3. JQRR Reporting

a. General. Commanders, Service Chiefs, and Directors assess the impact of shortfalls associated with their current and forecast (plus 12 months) readiness to execute assigned mission(s) and support execution of an NMS scenario. Assessments will suggest potential strategies that mitigate the effect of these shortfalls, which may include modifications to plans or substitutions of forces or resources.






b. Current and Current +12 Months Assessments. Assess readiness and capability to accomplish JMETL/AMETL/FAs based on NMS or Title 10 assigned mission(s). Current assessments should detail current shortfalls. Current +12 Months assessments project changes in readiness over the next 12 months and detail continued and projected shortfalls. Do not include assessments of operations or missions not actually tasked in planning documents, even if anticipated. Include consideration of assumptions specified in the reporting guidance message and detail any additional assumptions.

c. JQRR Scenario Assessment. Assess the ability to meet JSCP regional taskings as a supported or supporting organization for the scenario established in the JQRR reporting guidance message. If assumptions are made in addition to those specified in the reporting guidance message, ensure those are included with the assessment. It is recognized that any scenario may degrade ongoing operations in other theaters; these impacts should be part of readiness reports.

d. JMET/AMET/FA Assessments. UCCs will report Current and Current +12 Months readiness against their JMETL and assess the scenario against applicable JMETS. Table D-1 details M-Level assessment criteria. Identify trends for each task, as well as specific shortfalls and issues IAW deficiency reporting instructions below. CSAs will assess and report against their AMETL. Services will report against applicable FAs until developing Service mission-essential task (MET) lists (see Table D-2). Figure D-2 depicts an example of a FA and J/AMETL assessment.

M-Level	JMET/AMET/FA Assessment
M-1	Minor issues and/or shortfalls with negligible impact on capability to accomplish a JMET/AMET/FA
M-2	Issues and/or shortfalls with limited impact on capability to accomplish a JMET/AMET/FA
M-3	Issues and/or shortfalls have significant impact on capability to accomplish a JMET/AMET/FA
M-4	Critical issues and/or shortfalls that preclude accomplishment of a JMET/AMET/FA

Table D-1. JQRR M-Level Criteria

Functional Area	Current	+12 Months	Scenario X
Personnel and Manpower Support			
Intelligence Support			
Logistics and Sustainment			
Infrastructure			
Mobility			
Health Services			N/A
Other Services			
Joint Operations Plans and Policy			
METL	Current	+12 Months	Scenario X
ST 1.1 - Conduct Intratheater Strategic Deployment			
ST 2 - Conduct Theater Strategic ISR			
ST 3.1 - Process Theater Strategic Targets			
ST 4 - Sustain Theater Forces			
ST 5.1 - Operate and Manage Theater C4I Environment			
ST 8.4.2 - Combat Terrorism			N/A
ST 9 - Coordinate Counterproliferation In Theater			N/A








	M-1	Improving	
	M-2	No Change	
	M-3	Declining	
	M-4		

Figure D-2. Example Functional Area / METL Assessment

Functional Area	Associated Elements
Personnel and Manpower Support	Personnel augmentation, rotation planning, personnel accountability and strength reporting, civilian personnel, Reserve Component call-up, single-Service personnel support, non-US local civilian hire, and manpower issues.
Intelligence Support	Intelligence Cycle (Dissemination and integration, planning and direction, collection, analysis and production, processing and exploitation), Joint Intelligence Architecture, Disciplines and Sources (IMINT, HUMINT, SIGINT, MASINT, OSINT, TECHINT, CI, FISINT), Target Intelligence
Logistics and Sustainment	Actions to acquire, manage, receive, store, and issue materiel required by operating forces to equip and sustain the force. Actions taken to keep materiel and equipment in a serviceable condition, to return it to service, or to update and upgrade its capability.
Infrastructure	Provides construction, damage repair, operation, and maintenance of roads and facilities, and logistic enhancements required by UCCs in order to sustain military operations.
Mobility	Deployments, distribution, and redeployments supported by: strategic lift, in-transit visibility, air refueling, aero medical evacuation, intra/inter-theater movements, Joint Logistics Over-the-Shore (JLOTS), power projection and throughput enablers.
Health Services	Patient movement, primary care, hospitalization, medical logistics/laboratory services, health protection services, veterinary services, dental services, required C3.
Other Services	Foodservice, billeting, clothing exchange, laundry, postal, finance, personnel administration, religious, and mortuary affairs.
Joint Operations Plans and Policy	Mobilization planning, deployment planning, employment, sustainment, and redeployment planning. Strategic and operational strategy, policy and planning guidance.
Training	Joint training doctrine, policy and procedures. Updates and changes to Universal Joint Training List (UJTL) and mission-essential task list development.
Special Operations	Direct Action, Combating Terrorism, Foreign Internal Defense, Unconventional Warfare, Special Recon, PSYOP, Civil Affairs, Information Ops, Counter proliferation
Space Operations	Space Systems Operations {Ground stations, launch facilities, checkout, storage facilities, warfighter mission and other user terminals, communication links, and spacecraft (manned and unmanned)}, Space Control, and Warfighter Support.
Information Operations	Computer Network Operations, Electronic Warfare, PSYOP, Military Deception, OPSEC
Nuclear Operations	Deterrence, capabilities, force planning employment
Combat Engineering	Mobility--countermine, assault bridging, combat roads and trails, forward aviation combat engineering, reconnaissance. Counter Mobility--obstacle development and integration. Survivability--fighting positions, force protection, camouflage, concealment, deception.
Antiterrorism/ Force Protection	Measures used to reduce the vulnerability of individuals and property to terrorist attack.
C4	C4 systems that are interoperable, flexible, responsive, mobile, disciplined, survivable, and sustainable

Table D-2. Service Functional Areas

e. Deficiency Reporting. Issues and shortfalls driving METs to an M-3 or M-4 should be detailed in JQRR reports. To meet the standards for acceptance as JQRR deficiencies, nominated issues and shortfalls must be measurable,

significant, current, and IAW the NMS. Figure D-3 depicts a flow chart for determining if an issue meets these criteria. Not all issues impacting readiness may meet these criteria but should be still reported to highlight them to senior leadership.

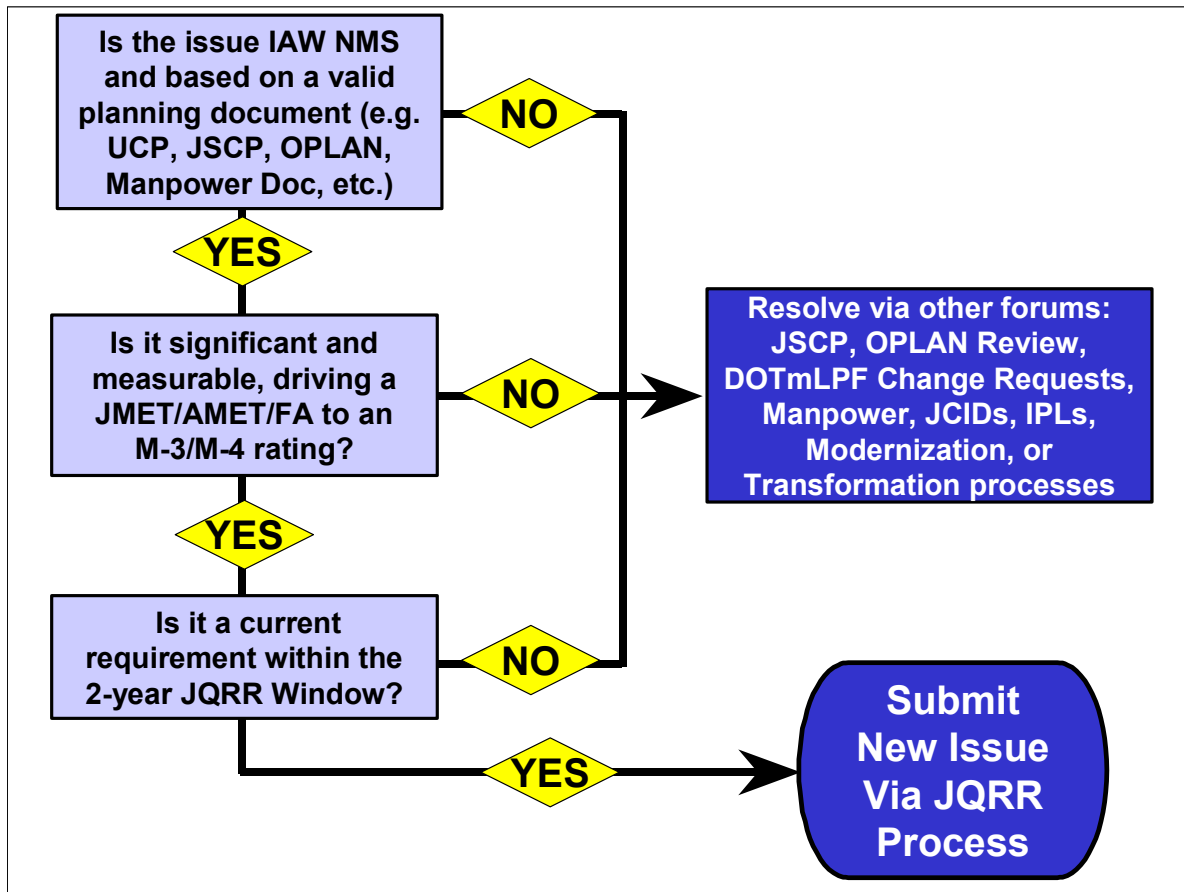


Figure D-3. JQRR Deficiency Acceptance Flow Chart

(1) IAW NMS. National objectives, military objectives, and military requirements are derived from planning documents such as the National Security Strategy (NSS), National Defense Strategy (NDS), Unified Command Plan (UCP), NMS, JSCP, Contingency Planning Guidance (CPG), Operational Plans, and JCS-directed taskings, as well as resourcing documents such as the Strategic Planning Guidance (SPG). These planning documents serve as the basis for measuring current readiness to execute assigned missions via the JQRR.

(2) Significant and Measurable. The JQRR deficiency standard for significance is met if the shortfall drives a JMETS/AMETS/FA to an M-3 or M-4 level. The deficiency must also be measurable in that the shortfall can be quantified.

(3) Current. UCCs report against current or near-term operational requirements and associated shortfalls, not desired capabilities. For the JQRR, near-term is defined as within 2 years of reporting. The JQRR is not a vehicle for validating desired force enhancements or new capabilities. There is no requirement for a JQRR deficiency to also be on a UCC IPL or for IPL items to be JQRR deficiencies. There is clearly a correlation between JQRR deficiencies and IPL items and UCCs can reinforce the importance of certain issues by identifying them through both processes.

(4) Reporting Requirements. When reporting potential deficiencies in JQRR reports, address the following areas:

(a) The specific current requirement not being met and its corresponding source document (e.g., UCP, CPG, JSCP, OPLANs, CONPLANs, JCS-directed tasking).

(b) Quantified shortfall in meeting the requirement.

(c) Specific operational impact (e.g., time delay, capability degraded).

(d) Action(s) attempted to alleviate or mitigate the shortfall (e.g., work-arounds, substitutes, timeline adjustments).

(e) Exactly what is required to improve the deficiency to an M-2 level.

f. Top Two Concerns. All Commanders, Service Chiefs, and Directors will identify their Top Two Readiness Concerns. The purpose is to inform the Chairman of the most important, near-term readiness concerns. Top Two Concerns do not necessarily have to conform to JQRR deficiency guidelines, but can be any issue the Commander, Chief, or Director wants to emphasize. However, only issues and shortfalls meeting deficiency criteria will be analyzed in the FBJQRR process.

g. Overall Readiness Assessment (RA) Level. In addition to detailing deficiencies and shortfalls in meeting requirements, UCCs, Services, and CSAs will assign an overall RA level to their Current, Current +12 Months, and Scenario readiness. To determine the overall RA level, organizations should consider accepted deficiencies, new and previously reported issues identified during the JQRR, their JMETH/AMETH/FA assessment, and the cumulative effect of these shortfalls and issues against their mission requirements. Refer to Table D-3 for RA level definitions. It is up to the Commanders, Service Chiefs, and Directors to determine their overall RA level.

(1) Supported UCC. Supported UCCs assess their readiness to meet theater mission requirements. Execution of ongoing and tasked operations

should be considered, as well as other aspects of their assigned theater mission(s). These assessments should also weigh supporting organizations assessments of their ability to support UCC requirements.

(2) Supporting UCC, Service or CSA. Supporting organizations assess their readiness to meet supported UCC mission requirements, such as force sourcing, materiel and functional services. These assessments should not attempt to assess the impact on the supported UCCs' ability to meet mission requirements but rather focus on readiness to meet supporting requirements.

RA Level	Readiness Assessment Definition
RA-1	Issues and/or shortfalls have negligible impact on readiness and ability to accomplish assigned mission(s)
RA-2	Issues and/or shortfalls have limited impact on readiness and ability to accomplish assigned mission(s)
RA-3	Issues and/or shortfalls have significant impact on readiness and ability to accomplish assigned mission(s)
RA-4	Issues and/or shortfalls preclude accomplishment of assigned mission(s)

Table D-3. Readiness Assessment Level Definitions

h. Commander's and Director's Narrative. (Note: This is not required for Service readiness briefs.) The purpose of this narrative is to allow the Commander or Director an opportunity to present any additional discussion, detail, or issues to their readiness reports. The format for the narrative is not prescriptive. It is designed to fulfill the reporting requirements of the Chairman outlined in Section 193 of Title 10, USC.

(1) Supported Combatant Commands. Supported combatant commanders should specifically address their ability to meet assigned tasks. Additionally, they should comment on any capability shortfalls due to supporting UCC, Service, and CSA JQRR reports for Current, Current +12 Months, and Scenario assessments.

(2) Supporting Combatant Command and CSA. Supporting organizations provide specific comments on their overall Current, Current +12 Months readiness and ability to support Scenario requirements. Assessments should identify external constraints that limit support to the supported UCC(s).

i. JQRR Reports. Figure D-4 depicts the mandatory format for JQRR reports. Final reports can be E-mailed to J-3 Readiness POCs when approved by appropriate UCC, Service, or CSA authority. Final JQRR reports will then be posted to the J-3 Readiness Web page for dissemination.

4. Service and USSOCOM Readiness Briefings

a. The Services and USSOCOM report their respective readiness during each JQRR, regardless of sequential reporting, by providing a readiness brief. The specific format of the briefing is left to the Services, but should, at a minimum, contain the reporting data described in paragraph 3 above and the additional requirements below. Service FA (MET, when developed) assessments should focus on overall readiness to meet their Title 10 requirements. Services may add information to the briefs at their discretion to highlight specific readiness issues.

b. The following are additional Service and USSOCOM reporting requirements.

(1) Unit Location. Provide a depiction of significant combat, combat support, and combat service support units by geographic location to illustrate worldwide force commitments and deployments. Depiction should reflect the most current status prior to the briefing submission date.

(2) Current Unit Readiness. Report current overall readiness for significant combat, combat support, and combat service support units using actual unit or aggregated GSORTS C-level data. This should include currently committed, as well as uncommitted forces.

c. Service Reports (If Required). Should Services have issues or shortfalls for consideration as deficiencies, they must submit a readiness report per Figure D-4, specifically addressing deficiency-reporting requirements as detailed above. Messages need not duplicate information provided in the Service brief. If the Services have no issues or shortfalls, no reporting beyond the Service brief is required.

5. Overall Readiness Assessment. In addition to ensuring deficiencies are thoroughly understood and captured, the JQRR briefing and SRR must assess how deficiencies collectively impact the Department's readiness to execute the NMS. To this end, J-3 Readiness will formulate an overall readiness assessment rating for Current, Current +12 Months, and Scenario requirements. This is a weighted aggregate of all organizations' assessments, and attempts to present an overall readiness statement for the Department of Defense. Identifying key readiness elements and operational concerns supports this aggregation.

a. Key Readiness Elements. These are logical groupings of related deficiencies that combine into an intermediate-level problem area. They highlight deficiency trends and areas that require attention. See Figure D-5.

b. Operational Concerns. Further aggregating key readiness elements generates overall operational concerns. These are broad concerns that drive risk to the NMS and directly support the overall readiness assessment.

**Your Command, Service, CSA
Month Year JQRR Report**

Approved by: **Name, Position**
Approved on: **Date**
POC: **Name, Rank, Phone**

(U) References

- a. CJCSI 3401.01
- b. **J-3 message title and date directing input**

1. (U) Per reference A and B, the following is **Your Command, Service, or CSA's Month Year JQRR** assessment.

2. () Readiness Assessments (RA)

- a. () Current: **RA-X [Provide brief supporting rationale]**
- b. () Plus 12 Months: **RA-X [Provide brief supporting rationale]**
- c. () Scenario: **RA-X [Provide brief supporting rationale]**

3. () Top Two Readiness Concerns

- a. () Title. **[Provide description and impact. Include deficiency(s) number and title if applicable]**
- b. () Title. **[Provide description and impact. Include deficiency(s) number and title if applicable]**

4. () Specific Assumptions

- a. () **[List assumptions made to complete assessment process]**
- b. () **Etc.**

5. () J/AMET/FA Assessment Summary

- a. () **[List all J/AMET/FA, with assessments of Current, Plus 12 Months, and Scenario, along with trends]**
- b. () **Etc.**

6. () J/AMETs/FAs driven to M-3 or M-4

- a. () **[List J/AMET # and Title, or FA]**

- (1) () Current: M-X [Provide brief supporting rationale]
 - (2) () Plus 12 Months: M-X [Provide brief supporting rationale]
 - (3) () Scenario: M-X [Provide brief supporting rationale]
 - (4) () Existing Deficiency(s) [List organization deficiency(s) from the JQRR DDB. List in priority and provide update if deficiency has changed. At a minimum, each deficiency must be updated as part of the SDR input]
 - (a) () [List Deficiency # and Title]
 - (b) () Etc.
 - (5) () Proposed New Deficiency(s) [Provide proposed title and justification as detailed below and in this instructions, para 3.e. List in priority]
 - (a) () [List Proposed Deficiency(s)]
 - (i) () [Current requirement not being met and source document]
 - (ii) () [Quantified shortfall]
 - (iii) () [Operational impact]
 - (iv) () [Actions attempted to alleviate/mitigate shortfall]
 - (v) () [What is required to improve to M-2]
 - (b) () Etc.
- b. () Etc.
7. () NARRATIVE: [Commander's, Director's, or Service Chief (if required) Comments]

Notes:

- 1) All paragraphs are mandatory except for reports submitted by Services. If para 6 does not apply, state "None" after title.
- 2) Text in Red indicates required insertions. Bracketed items [xxx] are instructions.

Figure D-4. JQRR Report Format

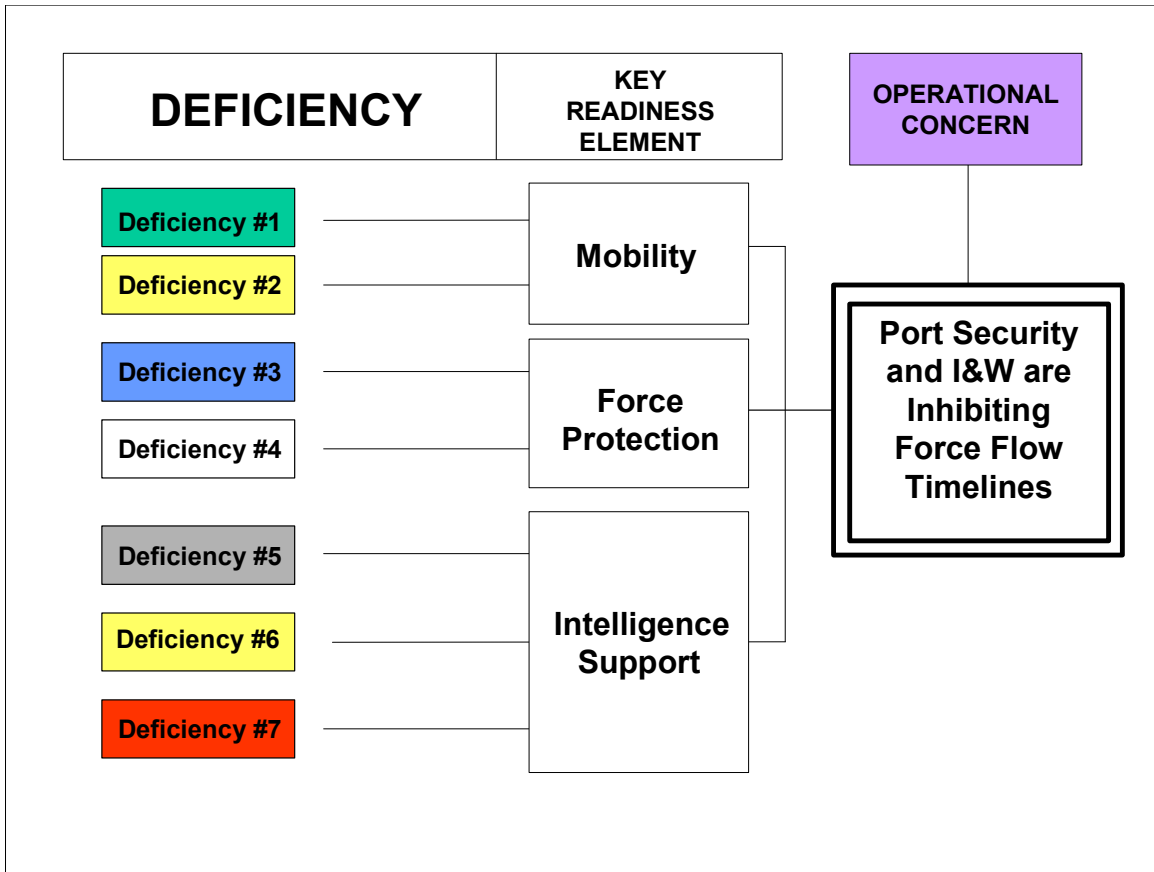


Figure D-5. Deficiency Aggregation

(INTENTIONALLY BLANK)

ENCLOSURE E

BY-EXCEPTION JQRR REPORT

1. Purpose. UCCs, Services, and CSAs will provide a By-Exception JQRR to report any significant changes in current and plus 12 months readiness during months between scheduled JQRRs.
2. Requirement. By-Exception reports fulfill the requirements of Title 10, USC, as noted below.

Title 10, USC Requirements

The Chairman of the Joint Chiefs of Staff shall:

- (a) On a quarterly basis, conduct a joint readiness review; and
 - (b) On a monthly basis, review any changes that have been reported in readiness since the previous joint readiness review.
3. Monthly Readiness Review. To comply with these requirements, UCCs, Services, and CSAs will review their readiness in each of the months following their latest JQRR report. Focus should be on readiness degradations or improvements in the current or plus 12-month assessment. When identified, report significant changes to readiness to the Joint Staff/J-3 in a By-Exception JQRR report. There is no prescribed format for a By-Exception report.

(INTENTIONALLY BLANK)

ENCLOSURE F

FEEDBACK JQRR

1. Overview. The goal of the FBJQRR is to address the nature and magnitude of the shortfalls and issues impacting the readiness of the Department of Defense to execute the NMS, discuss and decide upon appropriate mitigation actions, and to review the status of those actions until they are completed. The FBJQRR is held 30 to 40 days after the JQRR. Its purpose is to (1) review staff actions generated during the previous JQRR, (2) approve any deficiency status changes, and (3) nominate newly identified deficiencies for approval by the Vice Chairman at the SRR. Unresolved issues are forwarded for VCJCS decision.

2. New Issues. J-3 Readiness consolidates new issues and recommends Joint Staff OPRs to investigate and monitor each issue. J-3 Readiness staffs this list with appropriate Joint Staff directorates, and the OPRs designate a primary POC for each JQRR deficiency assigned to their Joint Staff directorate. Only issues meeting specific JQRR criteria, listed below, will be recommended for acceptance as new deficiencies. OPRs will brief issue acceptance or rejection rationale at the FBJQRR.

a. Deficiency Criteria. Reporting the analysis and recommendations of individual new issues is the responsibility of the respective Joint Staff OPRs and POCs assigned to track and work deficiencies. New issues will be evaluated based on the criteria below, and issues meeting these criteria will be nominated for acceptance as a deficiency. With DJS concurrence at the FBJQRR, nominated deficiencies are forwarded to the Vice Chairman for acceptance at the SRR.

(1) IAW NMS. The mission requirement driving an issue or shortfall must be IAW the NMS and cannot conflict or expand upon mission requirements established in the UCP, CPG, SPG, or JSCP.

(2) Significant and Measurable. The issue or shortfall, by itself, causes one of the UCC's, Service's, or CSA's J/AMETs or FAs to degrade to an M-3 or M-4. (See Table D-1 for definitions of M-1 through M-4 levels.) It must also be a specific and quantifiable shortfall in the ability to meet an ongoing operation, assigned mission, or approved operational plan. This includes metrics that clearly articulate what is required to attain M-2.

(3) Current. The issue must reflect a current readiness shortfall in the means that were made available for development of the plan or mission execution. The JQRR is not the appropriate forum to address force structure, modernization, or acquisition issues.

b. Deficiency Analysis. In analyzing deficiencies and preparing for the FBJQRR, Joint Staff OPRs should develop a deficiency resolution plan and recommend appropriate mitigation action(s) that should be taken in the interim. Options for resolution or interim mitigation should include resolution of shortfalls in Means, and consider modifying Ways (operational plans) and Ends (strategy).

3. JQRR Deficiency Status. Once a deficiency is accepted by the Vice Chairman at the SRR and assigned to a Joint Staff OPR POC by the Director, it is worked to closure per the process depicted in Figure F-1. Joint Staff POCs will also work implementation of near-term mitigation actions.

a. The following are status (color) descriptions used to track deficiencies in the JQRR database. OPRs recommend an initial status when deficiencies are first accepted, and any changes are approved at subsequent FBJQRRs.

(1) Gray - Under Review. The deficiency is being actively reviewed by the Joint Staff OPR to determine the appropriate mitigation measures and resolution plan. The Joint Staff OPR may be coordinating the results of a Service or CSA assessment, or better delineation of the nature of the deficiency by the reporting UCC, Service, or CSA. Normally deficiencies are initially accepted in a Gray status.

(2) White - Formal Study Required. The deficiency requires some type of a formal study. The study may range from an in-house FCB assessment to monitoring a study conducted by an external agency or Service.

(3) Yellow - Fix Identified Outside Two Years. Resolution has been identified and/or programmed. However, resolution actions will not be completed within the next 2 years and, therefore, the readiness impact associated with the deficiency should still be reviewed for other risk mitigation actions in the interim.

(4) Green - Fix Approved Within Two Years. A resolution plan has been identified and/or programmed. The action will be completed within the next 2 years. The deficiency will be monitored through implementation of resolution actions.

(5) Red - No Solution -- Acknowledge Risk. No acceptable resolution or mitigation action(s) can be taken at this time. At a minimum, all Red deficiencies are reviewed at the SDR for continued validity to understand their cumulative impact and to ensure that no other acceptable risk mitigation actions can, or should, be taken.

(6) Blue - Modification of Ends or Ways. The analysis of the deficiency indicates the best risk mitigation action is to modify Ends (e.g., regional taskings in CPG or JSCP) or Ways (i.e., change the associated plan). Near-term mitigation actions should be addressed, with permanent changes generally implemented at the time associated documents come up for periodic review.

Deficiency Workflow Process

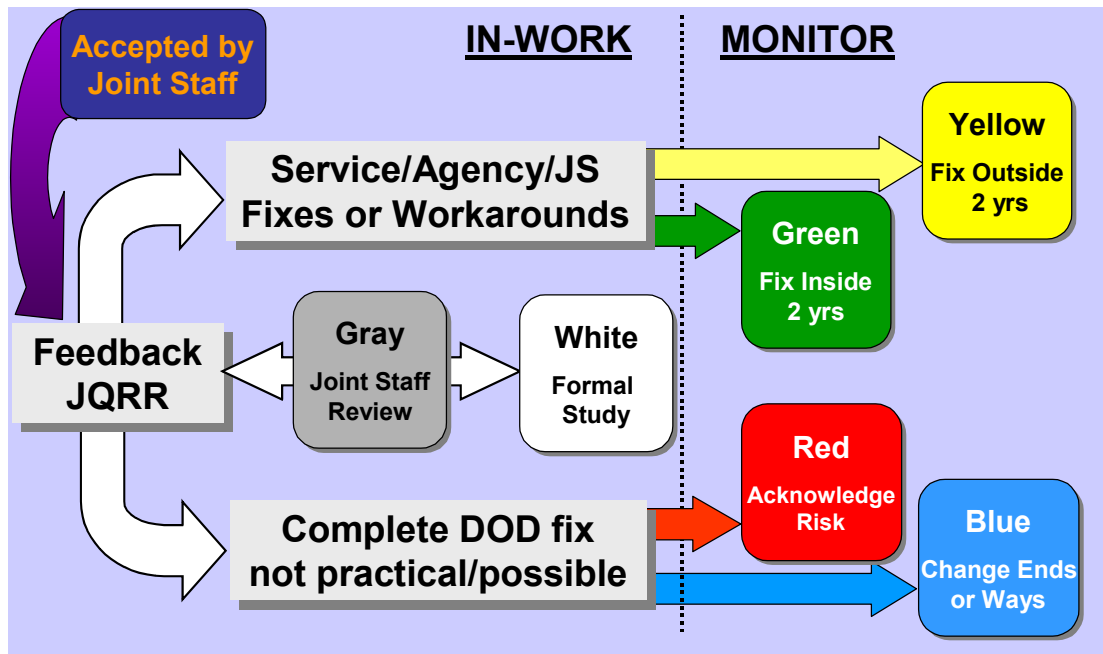


Figure F-1. Deficiency Workflow Process

b. Closing Deficiencies. Prior to the FBJQRR, Joint Staff POCs, in coordination with affected UCCs, Services, or CSAs, nominate satisfied deficiencies for closure. If there is consensus, the Director may close deficiencies at the FBJQRR. Without consensus, only the Vice Chairman may close a deficiency. To be considered for closure, a deficiency should meet one of the following criteria.

(1) In the judgment of the reporting UCC, Service, CSA, and the J-3 DDGO, the issue causing an M-3 or M-4 impact on a J/AMET/FA has been corrected or mitigated to achieve at least M-2. Note: Programming actions are not sufficient to close a deficiency; the fix must be implemented to the degree that M-2 is achieved.

(2) Reporting UCC, Service, or CSA chooses not to revalidate the deficiency.

4. FBJQRR Briefing. As the process manager, the J-3 briefing serves to integrate the other Joint Staff directorate, Service, or CSA presentations. The brief presents nominated deficiencies, reviews any deficiency status changes, establishes the links between key readiness elements and operational concerns, and provides overall readiness assessments.

a. Joint Staff Directorate Presentations. Each directorate OPR with JQRR deficiencies briefs the following as applicable:

(1) Deficiencies whose risk mitigation action or status has changed. Included are operational impact, status changes, near-term workarounds, and long-term impact.

(2) New deficiencies, to include recommended initial status and risk mitigation COAs.

(3) Rationale for why nominated issues do not meet JQRR deficiency criteria and will not be accepted as a JQRR deficiency.

(4) Recommended deficiency closures. OPRs shall note any UCC, Service, or CSA formal nonconcurrency, and articulate the reasons for proceeding with closure.

b. Service and CSAs Briefings. Services and CSAs brief readiness topics as directed by the Director, or other UCC support issues. The determination of topics and briefers is coordinated by the Joint Staff and designated briefers, and formally requested via DJS memorandum.

5. Providing Feedback. The FBJQRR provides direct feedback to reporting UCCs, Services, and CSAs on the status of nominated and standing deficiencies via the following means:

a. After each FBJQRR, J-3 Readiness updates the JQRR DDB based on the decisions made during the FBJQRR. Joint Staff OPR POCs update the DDB "Remarks" section with the status of actions for each deficiency. J-3 Readiness ensures the JQRR DDB is made available via the J-3 Readiness Web page to UCC, Service, and CSA staffs.

b. Following each FBJQRR the J-3 publishes, on behalf of the Chairman, a message to Commanders, Service Chiefs, and CSA Directors summarizing the results of the FBJQRR.

ENCLOSURE G

SEMIANNUAL DEFICIENCY REVIEW

1. Overview and Purpose. The SDR is chaired by the J-3 DDGO and reviews all JQRR DDB deficiencies, with a specific focus on deficiencies not presented at the JQRR, FBJQRR, or the SRR within the previous 6-month period. The SDR also reviews the overall near-term readiness to execute the NMS. The review results in a determination of issues to be forwarded for more senior review along with an articulation of magnitude and acceptability of the cumulative effect on readiness caused by all the deficiencies on the various aspects of the NMS.

2. General

a. This semiannual review updates and validates the status of all deficiencies in the JQRR DDB with particular attention to those not addressed during the previous 6-month JQRR assessment period. The Joint Staff POCs, in collaboration with the UCCs, Services, and CSAs, brief the J-3 DDGO on the status of selected deficiencies highlighting their continued validity and any obstacles to achieving the identified resolution actions. The DDGO forwards selected deficiencies to the J-3, Director, and/or the Vice Chairman that warrant attention. The DDGO also assesses the cumulative readiness impact of all deficiencies in the DDB.

b. The SDR is conducted 10 to 20 days prior to the April and October FBJQRR.

3. Process

a. UCC, Service, and CSA updates to deficiencies for the SDR will be included in JQRR messages per Enclosure D.

b. After the SDR, J-3 Readiness prepares a follow-up message for the J-3 to send on behalf of the Chairman to the UCCs, Service Chiefs, and CSA directors that summarizes the results of the SDR.

c. J-3 Readiness updates the DDB with approved status changes and closure of deficiencies. Joint Staff OPRs must ensure the details of actions taken on each deficiency are updated in the database "Remarks" section.

(INTENTIONALLY BLANK)

ENCLOSURE H

JQRR DATABASE MANAGEMENT

1. Deficiency Database. The JQRR DDB is the repository for validated UCC, Service, and CSA accepted readiness deficiencies. The purpose of the DDB is to capture the history of all actions taken to research and resolve the deficiency, which may span several years and many action officers. The DDB is managed by J-3 Readiness and updated by Joint Staff JQRR POCs assigned responsibility for individual deficiencies. The database is a working-level product containing detailed information regarding the specific deficiencies and actions necessary to correct them. The DDB includes: a deficiency's open and estimated closure dates; affected UCC(s), Service(s), or CSA(s); the operational impact; current status; mitigation actions; and projected long-term fixes. The DDB also includes JQRR POC contact information. The baseline database is available on the J-3 Readiness Web site, as well updates at <http://nmcc20a.nmcc.smil.mil/~dj9j38re/readiness/index.htm>.

2. JQRR DDB Maintenance Tasks

a. J-3 Readiness

- (1) Provides JQRR DDB training, policy, and guidance.
- (2) Adds new or closes deficiencies as approved by the Director or Vice Chairman.
- (3) Updates current JQRR DDB deficiencies. Updates include, but are not limited to: the Deficiency Title, affected UCCs, Services, or CSAs, status (color change), and estimated closure date. Updates must be approved by the Director or Vice Chairman.
- (4) Posts updates to the JQRR DDB on the J-3 Readiness Web site and notifies all JQRR POCs after each update.
- (5) Updates JQRR POC information as changes occur.
- (6) Functions as the conduit between JQRR DDB users and DISA to resolve system problems.
- (7) Provides Joint Staff POC updates to DISA to transfer or activate new user accounts.
- (8) Submits recommendations for system improvements to DISA.

b. Joint Staff POCs

- (1) Review their JQRR DDB deficiencies on a regular basis, but not less than quarterly.
- (2) Comply with Joint Staff/J-3 Readiness policy and guidance.
- (3) Provide J-3 Readiness changes to POC status.
- (4) Update the JQRR DDB "Remarks" section whenever a change affecting a deficiency occurs. The update must be coordinated with the affected UCC, Service, or CSA POC(s) prior to adding to the DDB.
- (5) Submit recommendations for system improvements to J-3 Readiness.

ENCLOSURE I

REFERENCES

- a. Title 10, United States Code
- b. DOD Manual 8910.01, June 1998, "DOD Procedures for Management of Information Requirements"
- c. Joint Publication 1-02, 12 April 2001 as amended through 9 June 2004, "Department of Defense Dictionary of Military and Associated Terms"
- d. CJCSM 3150.02 Series, "Global Status of Resources and Training System (GSORTS) Structure"
- e. CJCSI 3110.13 Series, "Mobilization Guidance for the JSCP (U)"
- f. CJCSI 5714.01 Series, "Release Procedures for Joint Staff and Joint Papers and Information"
- g. DOD Directive 7045.14, CH 1, 28 July 1990, "The Planning, Programming, and Budgeting System (PPBS)"
- h. DOD Directive 5149.2, 23 July 2002, "Senior Readiness Oversight Council (SROC)"
- i. JSM 5100.01 Series, "Organization and Functions of the Joint Staff"
- j. CJCSI 3100.01 Series, "Joint Strategic Planning System"
- k. CJCSI 3500.01 Series, "Joint Training Policy for the Armed Forces of the United States"
- l. CJCSI 3500.02 Series, "Joint Training Master Plan 2002 for the Armed Forces of the United States"
- m. CJCSM 3500.04 Series, "Universal Joint Task List"
- n. DISA Applications Engineering Directorate, December 2002, Joint Quarterly Readiness Review Database (JQRR DDB) Version 02.00.00 User's Guide
- o. DOD Directive 7730.65, 3 June 2002, "Department of Defense Readiness Reporting System (DRRS)"

(INTENTIONALLY BLANK)

GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

AEF	Aerospace Expeditionary Force
AMET	agency mission-essential task
AMETL	agency mission-essential task list
C2	command and control
C3	command, control, and communications
C4	command, control, communications, and computers
CI	counterintelligence
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COA	course of action
CONPLAN	operation plan in concept format
CPG	Contingency Planning Guidance
CRS	Chairman's Readiness System
CSA	Combat Support Agency
CSG	Carrier Strike Group (USN)
DCMA	Defense Contract Management Agency (a CSA)
DDAT/HD	J-3 Deputy Director for Antiterrorism/Homeland Defense
DDB	deficiency database
DDGO	J-3 Deputy Director for Global Operations
DDRO	J-3 Deputy Director for Regional Operations
DIA	Defense Intelligence Agency (a CSA)
DISA	Defense Information Systems Agency (a CSA)
DJ-3	Director, J-3, Operations Directorate
DJS	Director, Joint Staff
DLA	Defense Logistics Agency (a CSA)
DOD	Department of Defense
DPG	Defense Planning Guidance (replaced by SPG)
DRRS	Defense Readiness Reporting System
DTRA	Defense Threat Reduction Agency (a CSA)
DUSD	Deputy Under Secretary of Defense
DUSD(R)	Deputy Under Secretary of Defense for Readiness
ESG	Expeditionary Strike Group
ESORTS	Enhanced Status of Resources and Training System
FA	functional area
FCB	Functional Capabilities Board
FBJQRR	Feedback Joint Quarterly Readiness Review

GSORTS	Global Status of Resources and Training System
HLS	homeland security
HQ	headquarters
HUMINT	human intelligence
IAW	in accordance with
IMINT	imagery intelligence
IO	information operations
IPL	integrated priority list
ISR	Intelligence, Surveillance, and Reconnaissance
JCIDS	Joint Capabilities Integration and Development System
JMET	joint mission-essential task
JMETL	joint mission-essential task list
JQRR	Joint Quarterly Readiness Review
JQRR DDB	Joint Quarterly Readiness Review Deficiency Database
JRAS	Joint Risk Assessment System (J-5 OPR)
JROC	Joint Requirements Oversight Council
JS	Joint Staff
JSCP	Joint Strategic Capabilities Plan
MASINT	measurement and signature intelligence
MCO	major combat operations
MET	mission-essential task
METL	mission-essential task list
NDS	National Defense Strategy
NGA	National Geospatial-Intelligence Agency (a CSA) (formerly NIMA - National Imagery and Mapping Agency)
NMS	National Military Strategy
NSA	National Security Agency (a CSA)
NSS	National Security Strategy
OPLAN	operational plan
OPR	office of primary responsibility
OpsDepts	operations deputies
OPSEC	operations security
OPTEMPO	operations tempo
OSD	Office of the Secretary of Defense
OSINT	open-source intelligence
POC	point of contact
POM	programmed objective memorandum
PPBE	planning, programming and budgeting execution (formerly PPBS)

PSYOP	psychological operations
QRRC	Quarterly Readiness Report to Congress
RA	readiness assessment
SDR	Semiannual Deficiency Review
SIGINT	signals intelligence
SOF	special operations forces
SORTS	Status of Resources and Training System
SPG	Strategic Planning Guidance
SROC	Senior Readiness Oversight Council
SRR	Strategic Readiness Review
UCC	unified combatant command
UCP	Unified Command Plan
UJTL	Universal Joint Task List
USC	United States Code
USCENTCOM	United States Central Command
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
VCJCS	Vice Chairman of the Joint Chiefs of Staff

PART II--DEFINITIONS

All terms listed below are extracted from references A through F. Terms associated with the JQRR, but not standardized within the DOD, are shown in Part III (JQRR Lexicon).

C-day. Unnamed day on which a deployment operation begins.

capability. The ability to execute a specified course of action. (A capability may or may not be accompanied by an intention.)

combat readiness. Synonymous with operational readiness, with respect to missions or functions performed in combat.

combat ready. Synonymous with operationally ready, with respect to missions or functions performed in combat.

combatant commander. The senior military leader of a unified combatant command as established in the unified command plan. Previously referred to as commander in chief (CINC).

Contingency Planning Guidance. The Contingency Planning Guidance fulfills the statutory duty of the Secretary of Defense to furnish written policy guidance annually to the Chairman for contingency planning. The Secretary issues this guidance with the approval of the President after consultation with the Chairman. The Contingency Planning Guidance focuses the guidance given in the National Security Strategy and Defense Planning Guidance, and is the principal source document for the Joint Strategic Capabilities Plan. Also referred to as CPG.

Defense Planning Guidance. This document, issued by the Secretary of Defense, provides firm guidance in the form of goals, priorities, and objectives, including fiscal constraints, for the development of the program objective memorandums by the Military Departments and Defense agencies.

Enhanced Status of Resources and Training System. Enhanced Status of Resources and Training System builds upon Global Status of Resources and Training System (see below) and will provide insights into current unit and organizational readiness status and resource standards. Enhanced Status of Resources and Training System will highlight deficiencies in the areas of training, personnel, equipment, ordnance, and sustainment. Also referred to as ESORTS.

Global Status of Resources and Training System. Global Status of Resources and Training System is the single automated reporting system within the Department of Defense that functions as the authoritative central registry of US Armed Forces units and organizations as well as certain foreign organizations. Global Status of Resources and Training System provides a broad assessment of unit status based on the unit's ability to execute the mission(s) for which the unit was organized or designed and the current mission(s) on which the unit may be employed. Also referred to as GSORTS.

M-level. M indicates mission-essential task for joint mission-essential task evaluation or mission area for functional area evaluation.

military capability. The ability to achieve a specified wartime objective (win a war or battle, destroy a target set). It includes four major components: a. **force structure.** Numbers, size, and composition of the units that comprise US Defense forces; e.g., divisions, ships, air wings. b. **modernization.** Technical sophistication of forces, unit weapon systems, and equipment. c. **unit readiness.** The ability to provide capabilities required by the combatant commanders to execute assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. d. **sustainability.** The ability to maintain the necessary level and duration of operational activity to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, and consumables necessary to support military effort. See also readiness.

military objectives. A derived set of military actions to be taken to implement President or Secretary of Defense guidance in support of national objectives. Defines the results to be achieved by the military and assigns tasks to commanders. See also national objectives.

military resources. Military and civilian personnel, facilities, equipment, and supplies under control of a DOD component.

National Military Strategy. The art and science of distributing and applying military power to attain national objectives in peace and war.

national objectives. The aims, derived from national goals and interests, toward which a national policy or strategy is directed and efforts and resources of the nation are applied.

operational readiness. The capability of a unit and/or formation, ship, weapon system, or equipment to perform the missions or functions for which it is organized or designed. May be used in a general sense or to express a level or degree of readiness. See also combat readiness.

readiness. The ability of US military forces to fight and meet the demands of the National Military Strategy. Readiness is the synthesis of two distinct but interrelated levels: a. unit readiness. The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. b. joint readiness. The combatant commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions. See also military capability; national military strategy.

risk. Probability and severity of loss linked to hazards. a. risk assessment. The identification and assessment of hazards (first two steps of the risk management process). b. risk management. The process by which decisionmakers reduce or offset risk. Identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits. c. military risk. The probability and associated consequences of not achieving established military objectives. d. strategic risk. The probability and associated consequences of the joint force not achieving the objectives of the National Military Strategy. e. political risk. The probability and associated consequences of not achieving the objectives of the National Security Strategy.

Unified Command Plan. The document, approved by the President, that sets forth basic guidance to all unified combatant commanders; establishes their missions, responsibilities, and force structure; delineates the general geographical area of responsibility for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders.

PART III--JQRR LEXICON

The following terms and definitions have been adapted for use with the JQRR and may not be standardized within the Department of Defense. The vocabulary serves as a common language and reference among the Services, combatant commands, CSAs, and Joint Staff as it pertains to the JQRR.

"as of" date. The date established by J-3 Readiness JQRR reporting guidance message to establish the reference date for organizations to report readiness.

current. A description of requirements that have already been established and validated, i.e., not a desired or new capability. Also refers to timeframe for JQRR shortfalls, which is 2 years from the identified reporting "as of" date.

Current, Current +12 Months. Current readiness to accomplish JMETL/AMETL/FAs, based on NMS or Title 10 assigned mission(s). Current +12 Months assessments project changes in readiness over the next 12 months and detail continued and projected shortfalls.

deficiency. Term associated with the FBJQRR to indicate a shortfall or issue accepted by the joint staff as a deficiency for further study and monitoring. Must be assigned a deficiency number and entered into the JQRR DDB.

impact. Term associated with the FBJQRR indicating the specific effect of a deficiency and shortfall on a combatant command's, Service's, or CSA's ability to execute assigned mission(s). This is usually expressed in relation to mission(s); e.g., second phase of operation will be delayed 10 days.

key risk element. An aggregation of JQRR readiness deficiencies used to formulate strategic concerns. Such a grouping may also facilitate resource prioritization for deficiency resolution.

M-levels. Rating assigned to individual mission essential tasks or functional areas.

M-1 - Minor issues or shortfalls with negligible impact on capability to accomplish a JMET/AMET/FA.

M-2 - Issues or shortfalls with limited impact on capability to accomplish a JMET/AMET/FA.

M-3 - Issues or shortfalls have significant impact on capability to accomplish a JMET/AMET/FA.

M-4 - Critical issues or shortfalls that preclude accomplishment of a JMET/AMET/FA.

new issue. Issue or shortfall identified by a reporting organization and nominated for inclusion as a JQRR deficiency. New issues are evaluated by the Joint Staff, and, if meeting established criteria, are briefed at the FBJQRR and recommended to the Vice Chairman of the Joint Chiefs of Staff for acceptance as a JQRR deficiency.

operational concern. An analysis of key risk elements that impact readiness to execute the NMS. Operational concerns form the basis of the risk assessment.

Planner JQRR. A dry-run presentation of the JQRR or FBJQRR, normally conducted a week prior. Serves as a coordinating mechanism. Alleviates the need for paper coordination of JQRR/FBJQRR products.

Readiness Assessment (RA) levels. Rating assigned by the commander, Chief or Director to assess their organization's overall readiness to accomplish assigned NMS mission(s).

RA-1 - Issues and/or shortfalls have negligible impact on readiness and ability to accomplish assigned mission(s).

RA-2 - Issues and/or shortfalls have limited impact on readiness and ability to accomplish assigned mission(s).

RA-3 - Issues and/or shortfalls have significant impact on readiness and ability to accomplish assigned mission(s).

RA-4 - Issues and/or shortfalls preclude accomplishment of assigned mission(s).

workaround. Term associated with the FBJQRR. Temporary (near-term) measures employed to remedy or lessen the adverse impact of an issue or shortfall.