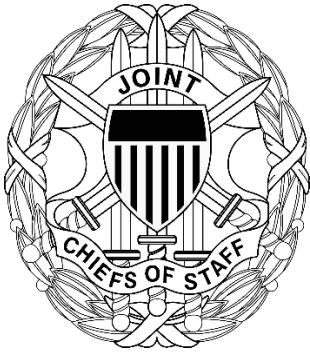


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CHAIRMAN OF THE JOINT

CHIEFS OF STAFF

INSTRUCTION



J-5

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CJCSI 3100.01F

29 January 2024

JOINT STRATEGIC PLANNING SYSTEM

References:

See Enclosure K

1. Purpose. This instruction provides policy and direction from the Chairman of the Joint Chiefs of Staff (CJCS) for the Joint Strategic Planning System (JSPS). The JSPS is how Joint Staff assists CJCS in accomplishing statutory responsibilities under title 10, U.S. Code. The JSPS enables CJCS to maintain a global perspective, leverage strategic opportunities, translate strategy into outcomes, and develop military advice for the Secretary of Defense (SecDef) and President.

a. Section 153 of Title 10, U.S. Code requires CJCS to perform six primary functions to assist the President and SecDef with planning, advice, and policy formulation: providing strategic direction for the Armed Forces; preparing strategic and contingency plans; advising on global military integration; evaluating comprehensive joint readiness; conducting joint capability development; and conducting Joint Force Development (reference (a)). Assessments across all six functions evaluate progress towards national security objectives.

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

2. Superseded/Cancellation. CJCS Instruction (CJCSI) 3100.01E, 21 May 2021, "Joint Strategic Planning System," is hereby superseded.

3. Applicability. This instruction applies to the Joint Staff, Services, NGB, CCMDs, and Combat Support Agencies (CSAs).

4. Policy. Title 10, U.S. Code, sections 113, 151, 153, 161, 163, 164, 181, and 482 provide the foundation for this instruction. Section 151 designates CJCS

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CJCSI 3100.01F
29 January 2024

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

5. Acronyms/Abbreviations. See Glossary.

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

7. Summary of Changes. The JSPS optimizes support to CJCS, accomplishing title 10 requirements. This revised instruction includes input from the Joint Staff and coordination across the Joint Force. JSPS focuses on products and processes for the CJCS to formulate best military advice, amplify messaging, and anticipate challenges. This document builds upon the 2021 instruction by:

a. Aligning staff processes with direction from the 2022 NMS.

b. Providing the Directors of the Joint Staff Directorates (J-Directors) internal flexibility to adapt without restriction from JSPS dictated process. This JSPS focuses on cross Joint Staff Directorate (J-Dir) interactions and outputs for the Top 4 (the CJCS; Vice Chairman of the Joint Chiefs of Staff (VCJCS); Director, Joint Staff (DJS); and Vice Director, Joint Staff.

c. Supporting alignment between strategy, plans, concepts, requirements, operations, and assessments.

d. Describing assessments and estimates supporting future review and evolution of the JSPS.¹

¹ Intent/Context for rewrite: VCJCS identified requirement to amplify the CJCS's message and anticipate challenges with respect to providing military advice:

1. JSPS should improve Joint Staff processes supporting CJCS statutory function to SecDef and President in a clear, timely, and sustainable way.

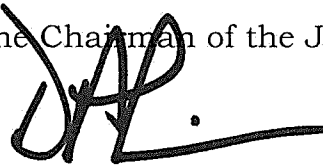
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CJCSI 3100.01F
29 January 2024

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-classified Internet Protocol Router Network (NIPRNET). DoD Components (to include the CCMDs), other Federal agencies, and the public may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at <<http://www.jcs.mil/library>>. Joint Staff activities may also obtain access via the SECRET Internet Protocol Router Network (SIPRNET) directives Electronic Library web sites.

9. Effective Date. This MANUAL is effective upon signature.

For the Chairman of the Joint Chiefs of Staff:



DOUGLAS A. SIMS, II, LTG, USA
Director, Joint Staff

Enclosures

- A – Introduction
- B – Strategic Discipline
- C – Strategic Direction
- D – Strategic and Contingency Planning
- E – Global Force Management
- F – Joint Capability Development
- G – Joint Force Development Activities
- H – Comprehensive Joint Readiness and Assessments
- I – Joint Strategic Planning System Products and Forums
- J – Summary Table of JSPS Elements
- K – References

2. Streamline the number, content, format, and/or communication of Joint Staff strategic guidance documents. The Joint Staff Director for Strategy, Plans, and Policy, J5 led four working groups with all J-Dirs to identify processes that streamline the JSPS and the CJCS messages. Intent of this re-write is to capture J-Dir interaction and optimize outputs in support of CJCS. Inclusion in this document should increase situational awareness for other J-Dirs; exclusion from this document does **not** diminish the validity or importance of individual J-Dir outputs and processes captured in other CJCS documents.

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CJCSI 3100.01F
29 January 2024

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UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

TABLE OF CONTENTS

ENCLOSURE A – INTRODUCTION.....	A-1
Vision.....	A-1
Purpose.....	A-1
Joint Strategic Planning System Overview	A-1
Continuum of Strategic Direction	A-4
JSPS Ways and Means	A-6
Management Responsibilities.....	A-8
Supplemental Information	A-9
ENCLOSURE B – STRATEGIC DISCIPLINE.....	B-1
Overview	B-1
ENCLOSURE C – STRATEGIC DIRECTION	C-1
Function Overview.....	C-1
National Military Strategy.....	C-1
Unified Command Plan.....	C-2
Supplemental Information	C-2
ENCLOSURE D – STRATEGIC AND CONTINGENCY PLANNING.....	D-1
Function Overview.....	D-1
Global Integration in Planning.....	D-1
Joint Strategic Campaign Plan.....	D-2
Global Campaign Plans	D-2
Functional Campaign Plans.....	D-3
Combatant Command Campaign Plans.....	D-3
Consolidated Strategic Opportunities.....	D-3
Priority Challenge Cross-Functional Teams.....	D-4
Strategic Planning Framework.....	D-4
Contingency Plans Reviews.....	D-5
Global Defense Posture.....	D-6
Supplemental Information	D-5
ENCLOSURE E – GLOBAL FORCE MANAGEMENT.....	E-1
Function Overview.....	E-1
Global Integration.....	E-2
Global Force Management Implementation Guidance.....	E-2
Force Management Framework.....	E-2
Directed Readiness	E-3
Assignment	E-3
Allocation	E-3
Global Competition Framework	E-4

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

Apportionment	E-4
Assessments	E-4
Secretary of Defense Orders Book.....	E-5
Supplemental Information	E-5
ENCLOSURE F – JOINT CAPABILITY DEVELOPMENT.....	F-1
Function Overview.....	F-1
Joint Requirements Oversight Council.....	F-2
International Joint Requirements Oversight Council.....	F-2
Joint Capabilities Integration and Development System	F-2
Chairman’s Program Recommendation	F-3
Support to Planning, Programming, Budgeting, and Execution	F-4
Supplemental Information	F-4
ENCLOSURE G – JOINT FORCE DEVELOPMENT ACTIVITIES.....	G-1
Function Overview.....	G-1
Joint Doctrine Development	G-3
Joint Training Policies, Technical Standards, and Executing Actions	G-4
Joint Concept Development	G-5
Policies for Coordinating Military Education	G-6
Joint Lessons Learned	G-7
Supplemental Information	G-7
ENCLOSURE H – COMPREHENSIVE JOINT READINESS AND ASSESSMENTS.....	H-1
Overview	H-1
Global Integration.....	H-2
Chairman’s Risk Assessment.....	H-2
Annual Joint Assessment Survey.....	H-3
Chairman’s Readiness System	H-3
Joint Force Readiness Review	H-3
Strategy Coordination Cell.....	H-4
Joint Staff Estimates, Assessments, and Analysis.....	H-4
Chairman’s Net Assessments.....	H-4
Annual Directed Readiness Tables Assessment.....	H-5
Directed Readiness Tables Programmatic Assessment.....	H-5
Joint Assessment of Directed Readiness Tables Execution	H-5
Supplemental Information	H-5
ENCLOSURE I - JOINT STRATEGIC PLANNING SYSTEM PRODUCTS AND FORUMS	I-1
Function Overview.....	I-1
Figure Overview.....	I-1

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

ENCLOSURE J – SUMMARY TABLES OF JSPS ELEMENTS..... J-1
 Summary Table of JSPS Elements J-1
 Transmission of Products to Congress J-3

ENCLOSURE K – REFERENCES.....K-1
 Part I -- ReferencesK-1
 Part II -- Related.....K-2

GLOSSARYGL-1

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

LIST OF FIGURES

1. Joint Strategic Planning System	A-2
2. JSPS Ways and Means	A-6
3. GFM Unity of Effort	E-2
4. Joint Staff Documents Derived from CJCS Force Development Activities Assigned in Title 10, U.S. Code	G-2
5. Conceptual Interaction of Joint Force Development Activities with Other CJCS Functions.....	G-3
6. Joint Doctrine Informing Joint Strategic Planning and Operations.....	G-4
7. Joint Strategic Planning System Products and Forums—Translating Strategy to Outcomes.....	H-4

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

ENCLOSURE A

INTRODUCTION²

1. Vision. The JSPS provides an overview of the Joint Staff processes and products required for CJCS to fulfill the title 10, U.S. Code-prescribed roles as senior military advisor to the President and SecDef, as well as the required reports to Congress. The JSPS optimizes staff activities and provides CJCS with analyses to calibrate risk and prioritize decisions implementing the NMS ways of campaigning and building warfighting advantage. The JSPS focus on CJCS's functions enables clear communications of CJCS's message to Combatant Commanders (CCDRs), the JCS, and other leaders of the Joint Force. Leaders implement CJCS's direction and sequence events to meet staff, Service, and Department time constraints. J-Directors establish and prioritize processes, analyses, and reports within their J-Dir (i.e., not requiring CJCS approval), adapting to best support the operations, activities, and investments (OAI) of the Joint Force.

2. Purpose. The JSPS categorizes J-Dirs and their interactions as interacting ecosystems, supporting CJCS. CJCS and the Joint Staff solicit and receive Service, NGB, and CCMD perspectives through the JSPS processes, consistent with the title 10, U.S. Code responsibilities of the Service Secretaries and Service Chiefs to review, assess, and advise the SecDef on the Services' positions on plans, programs, and policies. CJCS's military advice to the President and SecDef represents non-partisan professional military judgment on a wide range of Joint Force issues and topics. CJCS communicates military advice through formal and informal means.

3. Joint Strategic Planning System Overview

a. The JSPS is the primary method by which CJCS fulfills title 10, U.S. Code responsibilities: providing strategic direction for the Armed Forces, preparing strategic and contingency plans, advising on global military integration; evaluating comprehensive joint readiness; conducting joint

² Summary of changes to this section, added vision section, CJCS's six statutory functions, removed IPL Assignment Working Group, Strategy Integration Board, CSOD Working Group, Multinational Strategy and Operations Group, Strategic Opportunities Decision Board, and Global Force Management Board. New JSPS Figure 4 (now Figure 2) showing interacting ecosystems from strategy to outcomes, to capture complex human and product interactions for optimal outcomes. The Concept of ecosystems intends to capture a complex socio-technical adaptive organization within J-Dirs and the interactions across the Joint Staff to achieve strategy and policy outcome.

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capability development; and conducting Joint Force Development (reference (a)). CJCS should assess all six requirements in support of strategic objectives.

b. The JSPS describes the ecosystems and complex human interactions for optimal outputs in support of CJCS. This optimization must occur within statutory time constraints, while adapting to external requests or crises. The JSPS outlines dependencies and linkages across the Joint Staff to systemically and deliberately improve strategic outcomes.

Joint Strategic Planning System

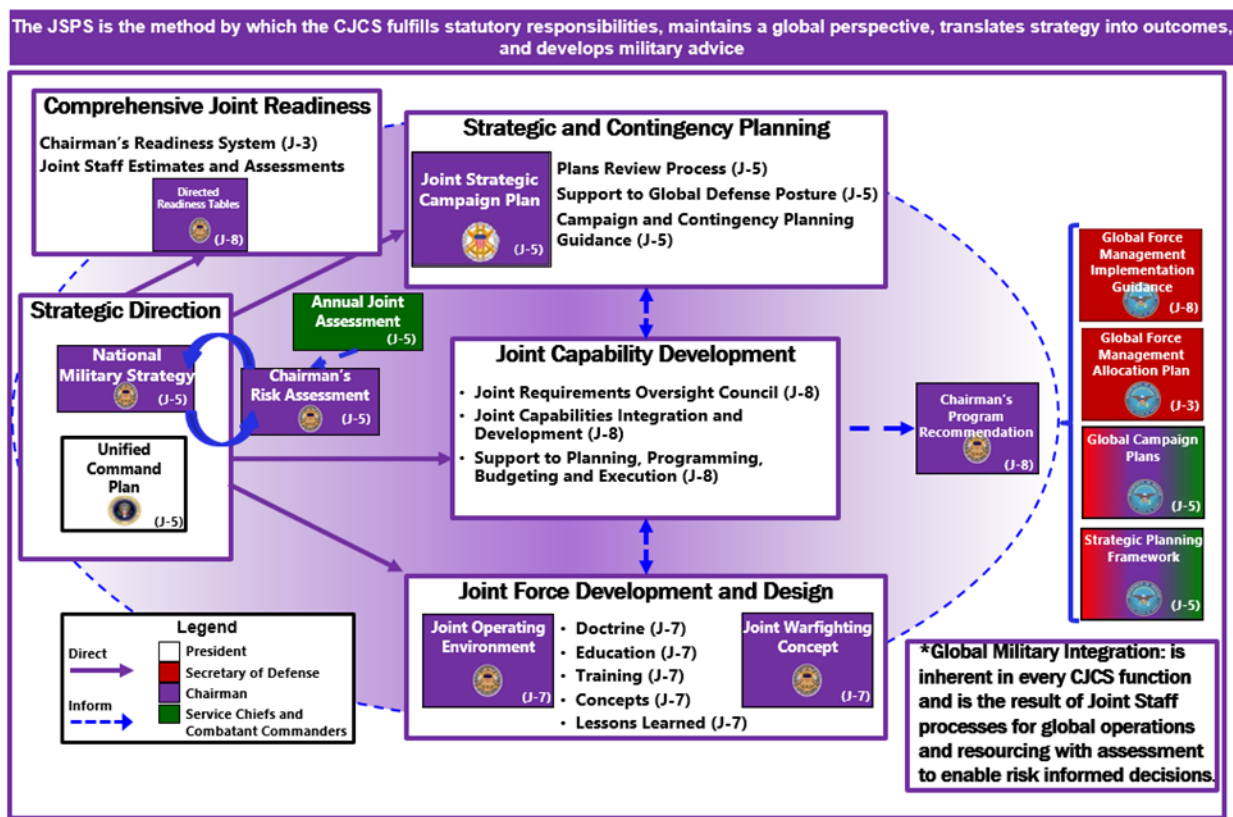


Figure 1. Joint Strategic Planning System

c. This instruction is organized around CJCS's statutory functions:

(1) Global Military Integration. CJCS facilitates the arrangement of cohesive Joint Force actions in time, space, and purpose, executed to address trans-regional, all-domain, and multi-functional challenges. The objective of global integration is to integrate operations and resources globally, while evaluating tradeoffs to enable senior leader risk-informed decision making in support of *National Defense Strategy* (NDS) and NMS objectives. Although

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

Global Military Integration is stated as a distinct CJCS function, it is inherent in every CJCS function and is the result of the Joint Staff processes.

(2) Strategic Direction of the Armed Forces. CJCS generates two title 10 documents for the strategic direction of the Armed forces: the NMS and the *Unified Command Plan* (UCP). The NMS will establish guidance for development of the Joint Force and total force. In other circumstances, CJCS provides best military advice, supported by the JSPS. Strategic Direction activities are addressed in Enclosure C.

(3) Strategic and Contingency Planning. CJCS uses the Joint Strategic Campaign Plan (JSCP) to fulfil statutory responsibilities for planning and global military integration. In particular, the JSCP directs the development of Strategic Planning Frameworks (SPFs) and Global Campaign Plans (GCPs) to guide force employment across regions, functions, and domains. CJCS, through JSCP, also provides guidance for the preparation and review of CCMD campaign and contingency plans that align with policy guidance.

(4) Global Force Management. CJCS advises on the directed readiness, assignment, and allocation through three SecDef orders—the Directed Readiness Tables (DRT); Forces for Unified Commands (“Forces For”) memorandum; and Global Force Management Allocation Plan (GFMAP)—and transfer of forces among CCMDs to address trans-regional, all-domain, and multi-functional threats. By assessing risk to strategy, risk to force, and the effects on readiness in Global Force Management (GFM) processes, CJCS’s advice ensures Joint Force alignment with strategic direction. This process occurs within the larger Global Integration role of CJCS. Global Integration is the arrangement of cohesive military actions in time, space, and purpose, executed as a whole.

(5) Joint Capability Development. CJCS identifies, assesses, prioritizes, and makes resource recommendations based upon materiel and non-materiel solutions to build warfighting advantage.

(6) Joint Force Development Activities. CJCS advises on Force Development activities, force employment, operations, capability, doctrine, training, and education; guides experimentation and development of urgent and long-term joint concepts; governs gathering and promulgation of lessons learned; and enables joint standards for command, control, communications, and cyber (C4) capability. Joint Force Development activities are addressed in Enclosure G.

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CJCSI 3100.01F
29 January 2024

(7) Comprehensive Joint Readiness and Assessments.³ CJCS evaluates global risk and readiness by advising the SecDef on directed readiness, assignment, and allocation of forces using the global force management process (discussed in Enclosure E). Comprehensive Joint Readiness is a holistic view of the relationship between unit readiness, the Joint Force's materiel and non-materiel inventory, and its global posture. Additionally, CJCS is responsible for assessing and reporting on the progress of the NMS in the *Chairman's Risk Assessment* (CRA) and on comprehensive joint readiness of the force in the *Joint Force Readiness Review* (JFRR). CJCS directs the Joint Staff for other assessments and analyses to enable military advice and decision-making.

4. Continuum of Strategic Direction. The JSPS supports CJCS in Joint Force employment, development, and design to achieve policy and strategy objectives, adapting to emerging challenges and innovating to achieve warfighting advantage.⁴

a. Force Employment. Force employment involves planning, force management, and decision making in support of operations and activities. Joint Force employment uses operational art to integrate joint capabilities and functions across all domains into global plans that enable campaigning and operations to achieve strategic objectives. For force management, the Joint Force implements the Dynamic Force Employment (DFE) construct. DFE uses ready forces flexibly to influence the strategic environment while maintaining the readiness required for contingencies, and to ensure the long-term viability of the Joint Force.⁵ The SecDef's *Global Force Management Implementation Guidance* (GFMIG) provides processes to manage the Joint Force. For decision making, the Joint Force leverages intelligence analysis, exercises, and wargames to build mutual trust and habituate effective communication that enables rapid decision making in times of crisis. Reference (I) provides additional information on global force management allocation policies and procedures.

b. Force Development. Joint Force Development is the execution of activities designed to prepare the Joint Force to fulfill national defense and

³ Defined Assessment ecosystem (Enclosure H) to provide awareness of key information sources, dependencies, and timelines. Assessments provide feedback for products used by the Joint Staff, Services, CCMDs, and NGB.

⁴ Removed time horizons from Force Employment, Development, and Design to improve cross J-Dir coordination and facilitate communication and integrated approaches aligned with the 2022 NMS. Time horizons—near term (0–3 years); mid-term (2–7 years); and long-term (5–15 years)—endure when framing and reporting risk assessments.

⁵ JP 1, Vol 1.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

security objectives in the present and future. These Joint, Service, and CCMD activities are interdependent endeavors that enable force employment, operations, capability development, doctrine, education, experimentation, and training advancements for the Joint Force. Development outcomes are aligned to national strategies and evaluated by regular risk assessments. Force Development activities and their associated policies are further explained in Enclosure G and reference (m).

c. Force Design. Joint Force design is activities necessary to produce a unifying vision for the future of the Joint Force, focused on informing risks and trade-off decisions to realize optimal national defense and security outcomes across multiple time horizons. These activities include those that also occur within Force Development, but utilize a future-focused lens to look beyond near-term programmatic and resourcing constraints. The outcomes of force design activities inform—and are informed by—Force Development and force employment activities. Those outcomes, typically focused on long-term change to the Joint Force, are oriented on decisions that, by necessity, have to be made across multiple planning and budgeting cycles. Despite this focus, force design activities will inform near-term and mid-term decisions, as technologies, the operating environment, policies, and priorities evolve.

The Chairman's functions:

- Providing strategic direction for the Armed Forces.
- Preparing strategic and contingency planning.
- Advising on global military integration.
- Evaluating comprehensive joint readiness.
- Joint capability development.
- Joint Force development.

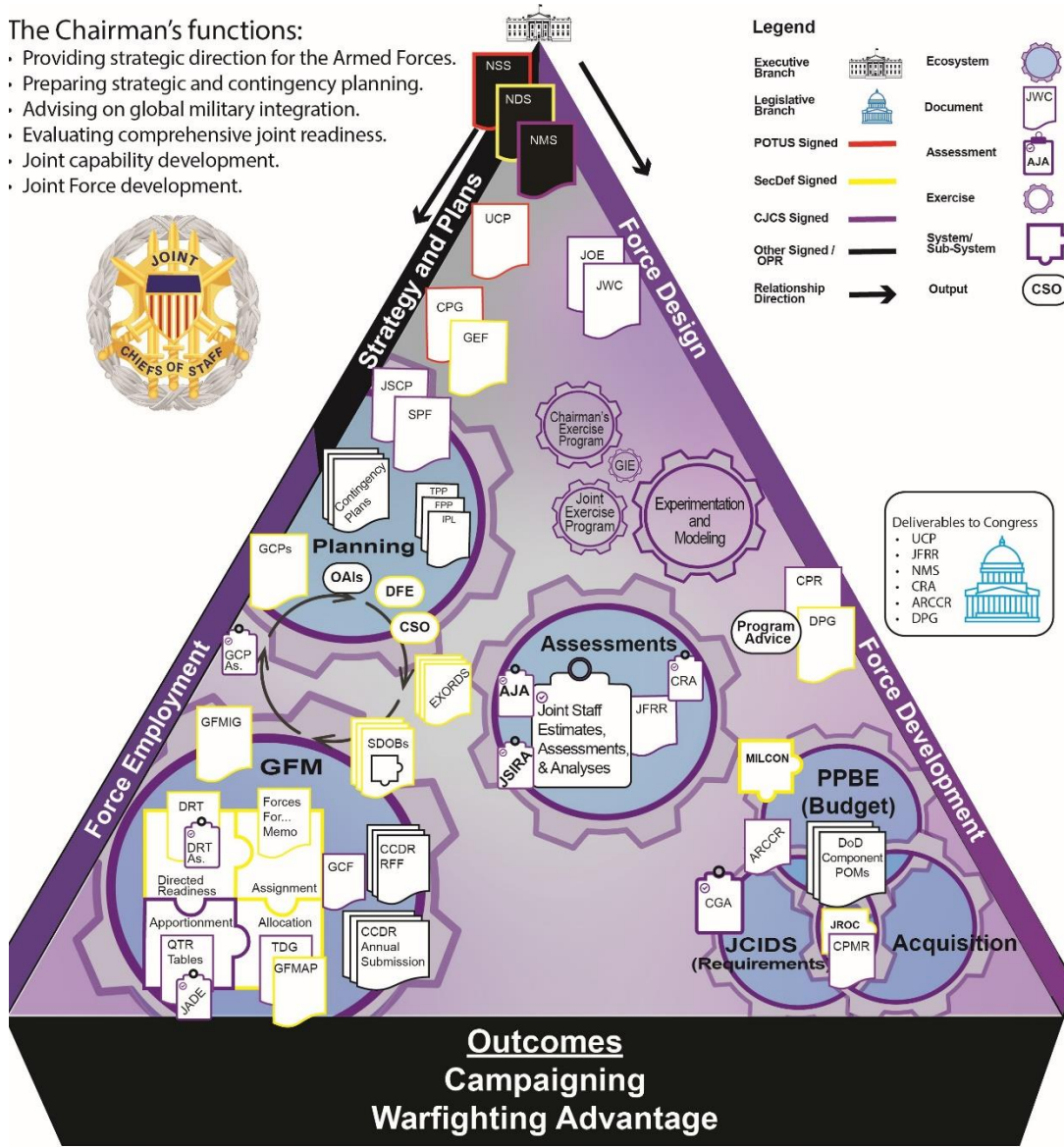


Figure 2. JSPS Ways and Means

5. JSPS Ways and Means. Figure 2 represents the broad JSPS with its interactive processes and ecosystems. While many of the ecosystems operate to support distinct CJCS requirements, they operate within the broader JSPS and provide inputs to the other ecosystems. All are fed by the strategic guidance shown at the top of the triangle.

a. The JSPS is comprised of various ecosystems that use established processes to produce outputs that inform activities in other ecosystems and may become inputs in other established processes. The JSPS planning, force

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CJCSI 3100.01F
29 January 2024

management, assessment, and Force Development ecosystems all interact and rely on outputs to support CJCS's decision-making thus achieving warfighting advantage.

b. The top of the triangle in Figure 2 depicts the nested national strategic documents, including the National Security Strategy (NSS), NDS and NMS. The NMS is CJCS's framework for plans, force employment, development, and design.

c. The left side of the triangle depicts the progression of developing strategy and plans towards force employment. The right side of the triangle depicts the progression of force design into force development, highlighting the statutory outputs required by CJCS.

d. The base of the triangle depicts the overall outcomes of JSPS: campaigning and warfighting advantage.

e. Within the triangle are the ecosystems of planning; GFM; assessment; Joint Capabilities Integration and Development System (JCIDS); Planning, Programming, Budget, and Execution System (PPBE); and acquisitions. These ecosystems interact by means of assessments to calibrate decision-making of leaders and enable strategic discipline. Each of the ecosystems rely on outputs and products highlighted within the diagram in support of CJCS's integrated decision-making.

(1) The planning ecosystem provides strategic guidance that the CCMDs and Services turn into OAI. The direction from plans are implemented as tangible globally integrated OAI.

(a) OAI are the specifics actions within campaigning to deter and build warfighting advantage.

(b) The force management ecosystem enables OAI by balancing CCMD requirements with consistent direction from CJCS to maintain strategic discipline and enable Services to conduct Force Development and force design.

(2) The assessments ecosystem is in the center, indicating the role of assessments to ensure the interaction of ecosystems come together as integrated decision-making. Assessments offer feedback to calibrate force management or planning supporting the objectives. Assessments conducted by the Joint Staff, CCMDs, Services, and the Defense Intelligence Enterprise (DIE) inform CJCS and serve as inputs to the established processes occurring in all other ecosystems. The Joint Staff then calibrates force management,

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CJCSI 3100.01F
29 January 2024

planning, or Force Development and design processes to account for changes in the operational environment while achieving intended objectives.

(3) If fielded forces cannot achieve objectives, the Force Development ecosystem provides prioritization and funding for future required capabilities.

(a) Other Joint Force Development activities include ecosystems for Training, Doctrine, Education, Lessons Learned, and Architectures/Standards to facilitate integration and interoperability.

(b) Exercises—including the Chairman’s Exercise Program (CEP), Joint Exercise Program (JEP), and global integration exercises—test and evaluate plans and concepts. Lessons learned from those are used to modify plans for force employment and requirements for Force Development or force design.

f. The JSPS provides outcomes to CJCS to calibrate decisions for how the DoD sequences day-to-day initiatives, and deliberate investments to develop leaders, concepts, and capabilities to achieve strategic objectives for the future.

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

a. Management of the JSPS. The J-5 Deputy Director for Joint Strategic Planning (DD-JSP) assists with the management of the JSPS by providing oversight to a series of integrating forums at different levels within the Joint Staff and across the Joint Force. The Joint Staff Strategy Integration Group (JSSIG) conducts JSPS management within the Joint Staff. The Joint Strategy Working Group (JSWG) and Joint Worldwide Planners Seminar (JWPS) include all elements of the DoD in the management of the JSPS.

(1) Joint Staff Strategy Integration Group. The J-5 Strategy Development Division (SDD) Chief oversees the JSSIG sub-working groups, which may include, but are not limited to, a JSPS Revision Working Group, Annual Joint Assessment (AJA) Survey Working Group, and Joint Staff Intelligence Risk Assessment (JSIRA) Working Group.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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

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

(c) JSIRA Working Group. The JSIRA is an assessment of risk developed by representatives from each Joint Staff directorate based on independent input from the Intelligence Community (IC). The JSIRA is one of two primary inputs to the CRA (AJA Survey responses provide the other primary input). The JSIRA is conducted through a series of JSIRA Working Group meetings conducted prior to CRA development. The Working Group is informed by DIE analysis of current and future adversary strategic goals and military capabilities. Enclosure H includes a discussion of the CRA.

(2) Joint Strategy Working Group. The JSWG brings together action officers and O-6/GS-15-level strategic and operational planners and assessors from the CCMDs, Services, NGB, and other relevant USG departments and agencies. The JSWG is chaired by the SDD Chief on behalf of the DD-JSP.

(3) Joint Worldwide Planners Seminar. The JWPS brings together general officer/flag officer/Senior Executive Service-level strategic leaders from the CCMDs, Services, NGB, and other relevant USG departments and agencies to discuss strategic and operational planning, execution, and assessment issues. The JWPS convenes as needed and is chaired by the DD-JSP on behalf of the DJ-5.

b. Management of Elements within JSPS. The Boards, Bureaus, Cells, Centers, and Working Groups that support the various elements within JSPS (e.g., GFM, JCIDS, and Joint Force Development and Design) are described in references (c), (l), (n), (o), and (p).

7. Supplemental Information

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

(1) Title 10, U.S. Code.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

(2) President of the United States, 27 October 2022, *National Security Strategy of the United States of America*.

(3) President of the United States, 25 April 2023, *Unified Command Plan*.

(4) President of the United States, 10 September 2021, *Contingency Planning Guidance*.

(5) SecDef, March 2022, *National Defense Strategy*.

(6) SecDef, 22 February 2023, *Defense Planning Guidance (FY 2025–2029)*.

(7) SecDef, 6 February 2023, *Fiscal Years 2023-2025 Global Force Management Implementation Guidance*

(8) DoDD 5100.01, 21 December 2010, “Functions of the Department of Defense and Its Major Components,” incorporating Change 1, 17 September 2020.

(9) CJCS, March 2023, *National Military Strategy*.

(10) CJCSI 3030.01A, 3 October 2022, “Implementing Force Development and Design.”

(11) CJCSI 5123.01I, 30 October 2021, “Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS).”

(12) CJCSM 3105.01B, 12 December 2023, “Joint Risk Analysis Methodology.”

(13) CJCSM 3130.06C, 7 May 2021, “Global Force Management Allocation Policies and Procedures.”

(14) Joint Staff Manual (JSM) 3051.01, 14 April 2023, “Execution and Oversight of Global Integration.”

(15) JSM 5100.01F, 16 October 2020, “Organization and Functions of the Joint Staff.”

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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A-12

Enclosure A

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CJCSI 3100.01F
29 January 2024

ENCLOSURE B

STRATEGIC DISCIPLINE⁶

1. Overview

a. The 2022 NMS charges the Joint Force with exercising Strategic Discipline as a mechanism to ruthlessly prioritize OAI between campaigning and building warfighting advantage to deter now and reduce future risk. In exercising Strategic Discipline, senior leaders make risk-informed decisions to calibrate resources and pursue opportunities relative to strategic guidance priorities. If calibrated correctly, both campaigning and building warfighting advantage contribute towards meeting our strategic objectives now and decreasing risk in the future to ensure the Joint Force is optimized for potential conflict.

b. The Joint Force must be able to effectively campaign without sacrificing force modernization. Likewise, force modernization should not inhibit effective campaigning; rather, building warfighting advantage improves Joint Force ability to campaign in the future.

c. Senior leaders exercise strategic discipline in decision-making through calibration, informed by a cycle of assessments and re-assessments. Products, processes, and forums are the ways within JSPS that calibration and assessments are implemented in practice.

d. Prioritization derives primarily from products, starting with the strategic documents and direction from senior leaders, which provide near-, mid-, and long-term guidance for resourcing, planning, and Joint Force OAI.

(1) The NSS, NDS, and NMS provide the initial prioritization and direction for the Joint Force to achieve strategic objectives.

(2) Through planning processes, these strategic documents drive updates to subsequent products that drive force employment and Force Development processes and forums within the JSPS.

e. Assessments are crucial products that provide an analytical foundation to inform calibration. Assessments must provide feedback throughout the JSPS to enable Strategic Discipline.

⁶ Added this Enclosure to address a mechanism for most if not all the CJCS's functions.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

(1) An effective cycle of assessment and reassessment of strategy implementation establishes the analytic foundation that then provides shared understanding across the Joint Force and informs decision-making.

(2) Assessments allow senior leaders to balance weight of effort between near-term campaigning requirements and the need to build warfighting advantage for the future.

f. Calibration occurs primarily through processes and forums,⁷ which result in refinements to strategic documents and enable senior leaders to coordinate, synchronize, integrate, and assess Joint Force OAs to make risk-informed decisions.⁸

g. The outcome of the JSPS products, processes, and forums is risk-informed decision making about the employment of globally integrated, mission ready forces in support of strategic objectives, and prioritized resourcing, which balances campaigning requirements to deter today while building warfighting advantage to prepare for the future. By leveraging the JSPS, senior leaders can make better risk-informed decisions that account for strategic priorities and enable calibration in response to unforeseen challenges. This is the essence of Strategic Discipline, which aims to ensure the Joint Force maintains deterrence today while preparing for potential conflict in the future.

⁷ The forums for Strategic Discipline span the Joint Staff and Joint Force efforts. Senior leader discussions such as Operations Deputies meetings, Tanks, and Global Force Management Boardss will clearly engage in prioritization and calibration decisions. Providing inputs from other levels in JSPS processes, from working group to draft action/info memos, should consider the effect of proposals on prioritization of campaigning and building warfighting advantage.

⁸ The Joint Force can leverage the Joint Risk Analysis Methodology to review risk and opportunity amongst force employment and Force Development decisions. Using standardized risk methods will help ensure that decisions are closely aligned and collectively advance strategic priorities and objectives.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

ENCLOSURE C

STRATEGIC DIRECTION

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

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

b. The SecDef provides strategic direction to the DoD and the Joint Force primarily through the NDS, *Guidance for the Employment of the Force* (GEF), *Defense Planning Guidance* (DPG), and GFMIG. This strategic guidance provides the foundation for NMS development.

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

a. The DJ-5 is responsible for developing, reviewing, and preparing the NMS for CJCS signature.

b. The NMS is CJCS’s central strategy document. It translates policy guidance into Joint Force action and assists the SecDef “in providing for the strategic direction of the armed forces” by providing an implementation framework for plans, force management, posture, Force Development, and force design (reference (b)). The NMS provides the strategic framework for the prioritization of planning and resource allocation and the distribution of risk. This military strategy informs all JSPS activities, drives global integration across the Joint Force, and is one instance of CJCS’s formal military advice to the SecDef and President.

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

d. Title 10, U.S. Code, section 153(b) also directs that CJCS prepare an annual “assessment of the risks associated with the most current *National Military Strategy*.” The CRA is the JSPS document that fulfills this responsibility. Enclosure H discusses the CRA.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

e. The NMS strategic objectives provide the lens for evaluating risk and accomplishing assessments while implementing integrated deterrence. The DoD JSPS will support the NMS ways of campaigning and modernization to build warfighting advantage.

3. Unified Command Plan. Title 10, U.S. Code, section 161(b) provides the basis for the establishment of unified commands. The UCP establishes the missions and responsibilities for CCDRs.

a. The DJ-5 is responsible for developing, reviewing, and preparing the UCP for CJCS approval and the President's signature.

b. Although CJCS does not have command authority, in matters requiring global military strategic and operational integration, CJCS, as global integrator, is responsible for providing advice to the SecDef on the arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address trans-regional, all-domain, and multi-functional challenges.

4. Supplemental Information

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

(1) Title 10, U.S. Code.

(2) President of the United States, 27 October 2022, *National Security Strategy of the United States of America*.

(3) President of the United States, 25 April 2023, *Unified Command Plan*.

(4) President of the United States, 10 September 2021, *Contingency Planning Guidance*.

(5) SecDef, March 2022, *National Defense Strategy*.

(6) SecDef, 22 February 2023, *Defense Planning Guidance (FY 2025–2029)*.

(7) SecDef, 6 February 2023, *Fiscal Years 2023-2025 Global Force Management Implementation Guidance*

(8) CJCS, March 2023, *National Military Strategy*.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

(9) CJCSM 3105.01B, 12 December 2023, “Joint Risk Analysis Methodology.”

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

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

ENCLOSURE D

STRATEGIC AND CONTINGENCY PLANNING

1. Function Overview

a. Title 10, U.S. Code, section 153(a)(2) directs CJCS's responsibilities related to strategic and contingency planning. More specifically, it directs CJCS to:

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

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

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

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

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

2. Global Integration in Planning

a. Global integration optimizes joint planning for campaigning and contingency plans. The Joint Staff implements global integration by aligning military actions in time, space, and purpose. CJCS accomplishes global integration through a problem-focused approach that connects campaign and contingency planning, balances resources, and enables risk-informed decision making.

b. The JSCP directs the development of GCPs and SPFs, which provide a global perspective and shared understanding of threats, hazards, opportunities, demand for forces, sustainment, risks, and trade-offs. This enables CJCS to provide timely military advice to the President and SecDef on Campaigning and Contingency planning and execution.⁹

⁹ Changes from 2021 JSPS: replaced Global Integration Framework and Global Integrated Base Plan with SPF, deleted Guidance for Development of Alliances and Partnerships, and added global integration linkages to align with OSD guidance.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

3. Joint Strategic Campaign Plan

a. The JSCP is a five-year global strategic campaign plan (reviewed every two years) signed by the CJCS. The JSCP is not required by law but fulfills CJCS's responsibilities for strategic and contingency planning, global military integration, and oversight prescribed in title 10, U.S. Code, sections 113, 153, and 163. The DJ-5 is responsible for developing, staffing, reviewing, and preparing the JSCP for CJCS signature.

b. The JSCP operationalizes the NMS and implements strategic planning guidance from the NDS, GEF, and CPG. The JSCP implements and augments the strategic guidance by providing CJCS's planning guidance and direction for campaign and contingency plans that advance strategic objectives, priorities, and tasks. The JSCP establishes common processes, products, priorities, roles, and responsibilities to support integrated planning and guide force employment from campaigning to contingencies.

c. The JSCP directs the preparation of campaign and contingency plans that are integrated across geographic regions, military functions, domains, and time.

(1) The JSCP directs the development of three types of campaign plans: GCP, Functional Campaign Plans (FCPs), and Combatant Command Campaign Plans (CCPs).

(2) The JSCP directs the development of integrated plan sets for scenarios that may require the execution of multiple contingency plans simultaneously. Additionally, the JSCP directs development of SPFs to enable integrated contingency planning for priority problem sets.

4. Global Campaign Plans

a. GCPs focus on integrating activities oriented against DoD's most pressing trans-regional, all-domain, multi-functional strategic challenges. They are designed to achieve unity of effort for day-to-day activities within and between the CCMDs, Services, NGB, and Joint Staff. GCPs enable the CJCS to fulfill statutory responsibilities for advising the SecDef on global military integration as prescribed in title 10, U.S. Code, section 153.

b. The CJCS reviews and endorses GCPs prior to SecDef review. The SecDef is the GCP approval authority. The Under Secretary of Defense for Policy (USD(P)) oversees the GCP review process and will coordinate with other OSD component heads to facilitate approval.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

(1) Joint Staff Priority Challenge Cross Functional Teams (CFTs) develop and maintain GCPs.

(2) The JSCP assigns coordinating authority (CA) to a CCDR for each GCP, with assigned collaborators to support planning. CCDRs assigned CA may establish collaborative forums to integrate plans, assessments, and recommendations. CCDRs with CA cannot compel agreement or direct resource allocation between CCMDs and Services. In accordance with (IAW) reference (f), CCDRs with CA will coordinate with the Office of the Under Secretary of Defense for Policy (OUSD(P)) before sharing GCP planning and plans related-information with interagency collaborators.

c. Global Campaign Plans Review. GCP midterm and annual assessments aim to provide an understanding of Joint Force OAI effectiveness in pursuing intermediate military objectives and evaluate shifts in the global threat environment. The Joint Staff manages the GCP assessment process and publishes the GCP assessments (GCP As); the CCMD with CA leads the overall assessment of the GCP, with input from other CCMDs and Services, who serve as collaborators. The GCP CA develops GCP As with inputs from other CCMDs, Services, J-Dirs, and Joint Staff and IC estimates and analysis of strategic changes within the global operating environment. Both the midterm and annual assessments with supporting intelligence analysis will inform GCP revisions, global competition framework prioritization, posture adjustments, and risk mitigation measures.

d. Other intelligence products that support GCP and GCP As are the *Global Campaign Intelligence Estimate* and adversary perceptions analysis products. The *Joint Strategic Intelligence Estimate* provides an annual update to the operating environment as complement to the campaign assessments.

5. Functional Campaign Plans. FCPs are assigned to specific CCMDs that are given CA for the plan development. FCPs are plans written for crosscutting challenges that are global in scope. FCPs are designed to achieve unity of effort within the DoD and facilitate DoD's contribution to broader USG efforts related to functional threats or challenges that are not geographically constrained.

6. Combatant Command Campaign Plans. CCPs are the primary plans through which the CCMDs execute day-to-day campaigning to operationalize strategic guidance.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

7. Consolidated Strategic Opportunities

a. Strategic Opportunities (SOs) are foreseeable, strategically significant events that the Joint Force can leverage through deliberate planning in order to shape the strategic environment. The Joint Force exploits SOs that can be identified at least two years in advance through the development of Consolidated Strategic Opportunities (CSOs). For emergent SOs that appear no more than six months in advance, the Joint Force may use short-duration DFE to shape the strategic environment.

b. CSOs are a collection of CCMD, Service, and ally and partner (A&P)-nominated OAI's organized around a SO. The CSO increases Joint Force effectiveness and maximizes strategic impact by unifying the OAI's towards common GCP Intermediate Military Objectives (IMOs), aligning and synchronizing the strategic messaging, and integrating A&P contributions. The DJ-5 leads CSO development as a collaborative planning process between OSD, the Joint Staff, CCMDs, Services, A&P, and the interagency. CSOs are approved by the SecDef and are integrated into the *Top Down Guidance* as SecDef planning guidance for GFM.

8. Priority Challenge Cross-Functional Teams. Priority Challenge CFTs consist of Joint Staff functional and regional experts, as well as representatives from relevant CCMDs, Services, CSAs, interagency partners, and multinational partners, where applicable. CJCS employs CFTs to facilitate shared understanding and support the development of military advice. IAW reference (f), CFTs will coordinate with OUSD(P) to share planning and related information with interagency partners. During a crisis or contingency, the CFTs may assist in developing a shared understanding of the strategic environment.

9. Strategic Planning Framework

a. SPF's are endorsed by the CJCS and approved by the SecDef. SPF's shape the development of an integrated plan set for a priority adversary and enable the integration of concurrent plans during the initial planning phases by establishing a shared understanding of the problem, a common strategic approach, and refined resourcing guidance. SPF's also enable senior leaders to provide guidance on assumptions, risks, priorities, and resourcing earlier in the plan development process. By initiating integration of plans from their inception, the SPF ensures that resulting integrated contingency plans are feasible and can facilitate rapid transition in crisis or contingency. SPF's are the CJCS's primary means for integrated contingency planning, consistent with statutory responsibility for advising the SecDef on global military integration as

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

prescribed in title 10, U.S. Code, section 153. The SecDef approves the SPF after review by the Joint Planning and Execution Community (JPEC).

b. SPFs provide the Joint Force with a common understanding of the problem at the onset of planning by developing a Common Threat Scenario and Joint Force strategic approach, which enable unity of effort throughout plan development. This problem framing enables the SecDef to review risks and trade-offs earlier in the planning process and provide risk and resourcing guidance for follow-on CCMD planning.

c. The Joint Staff J-5 leads the development of each SPF through a JPEC working group, which will include participants from all J-Dirs, CCMDs, Services, NGB, and CSAs. OUSD(P) representatives will be invited to participate. The Joint Staff will coordinate with OUSD(P) to include participants from other USG departments and agencies in SPF planning.

10. Contingency Plans Reviews. IAW CJCS's statutory responsibility to review contingency plans, the Joint Staff reviews CPG- and JSCP-directed plans. The plans review process has four purposes: ensuring plans are feasible; enabling CJCS to provide informed military advice based on current plans; integrating the SecDef's guidance with plans; and facilitating cross-domain and globally integrated planning. The Joint Staff J-5 is responsible for conducting the plans review process through the JPEC. Plan review and approval processes are addressed in references (f) and (m).

11. Global Defense Posture. A key consideration of GCP and plan reviews is global defense posture. Posture is the fundamental enabler of Joint Force activities. From a posture perspective, GCPs foster an integrated approach to continental and outside the continental United States requirements, trade-offs, and risk across three interdependent posture elements: forces, footprints, and agreements. Each interdependent posture element may be enabled by commercial capabilities (i.e., infrastructure, services, and associated personnel) and posture planning may optimize forces, footprint, and agreements with contracted support, when appropriate. The DJS is the Joint Staff lead for posture issues. In that role, the DJS coordinates closely with the Joint Staff Directorate for Intelligence, J-2; Directorate for Operations, J-3; Directorate for Logistics, J-4; J-5; and Directorate for Force Structure, Resources, and Assessments, J-8 on global defense posture issues, such as force management and prepositioned equipment. The Assistant Secretary of Defense for Strategy, Plans, and Capabilities and DJS will normally delegate routine Global Posture Executive Council (GPEC) process management to the Deputy Assistant Secretary of Defense for Plans and Posture and the J-5 DD-JSP. Delegation to the DD-JSP will be through DJ-5. The GPEC proposes recommendations for

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

SecDef consideration on global posture initiatives introduced by CCMDs and Military Departments. As needed, posture issues and recommendations may be reviewed by the Operations Deputies (OpsDepts) Tank, the primary joint forum for such issues. As required, the OpsDepts may elevate posture issues and recommendations for consideration in a JCS Tank.

12. Supplemental Information

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

(1) Title 10, U.S. Code.

(2) President of the United States, 25 April 2023, *Unified Command Plan*.

(3) President of the United States, 10 September 2021, *Contingency Planning Guidance*.

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

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

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

(7) CJCSI 3110.02J, 8 January 2021, "Intelligence Supplement to Joint Strategic Campaign Plan."

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

(9) CJCSM 3130.06C, 7 May 2021 "Global Force Management Allocation Policies and Procedures."

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

(11) JP 5-0, *Joint Planning*, 1 December 2020.

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

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

ENCLOSURE E

GLOBAL FORCE MANAGEMENT

1. Function Overview

a. CJCS provides advice to the SecDef for GFM that considers, risk, readiness, and modernization resources. Allocation and assignment mechanisms seek to achieve warfighting advantage and deter adversaries. The GFM ecosystem includes: directed readiness, assignment, allocation, apportionment, and assessment. GFMIG contains the SecDef procedures for implementing the GFM processes. The assessment of impacts to readiness from the GFM is reported semi-annually in the *Joint Force Readiness Report* (see Enclosure H).¹⁰ GFM executes the NMS central idea of Strategic Discipline to ruthlessly prioritize.

b. Multiple sections of title 10, U.S. Code direct CJCS and the SecDef to manage risk to readiness and execute GFM.

(1) Forces are assigned and allocated by the SecDef through the authority prescribed by and IAW title 10, U.S. Code, section 162.

(2) Directed Readiness is the SecDef-prescribed force to execute the NDS IAW title 10, U.S. Code, section 113.

(3) Apportionment informs CJCS's planning function, IAW title 10, U.S. Code, section 153(a).

(4) CJCS advises the SecDef on the use of forces, as necessary, to address trans-regional, multi-domain, multifunctional threats and recommends the directed readiness, assignment, and allocation of forces IAW title 10, U.S. Code, sections 153 and 163.

(5) CJCS will consult with the other members of the JCS and CCDRs when developing recommendations to the SecDef and represent their differing opinions to the SecDef, IAW title 10, U.S. Code, section 151(c).

(6) As required by title 10, U.S. Code, section 151(d), CJCS will establish procedures and issue appropriate policy to ensure advice is both

¹⁰ Changes from 2021 JSPS: added language on GFM and sub-elements of GFM process (directed readiness, assignment, allocation, apportionment, assessment) and SecDef Orders Books. Removed paragraphs on individual J-Dir assessments not signed by CJCS, and removed Joint Military Net Assessment because it is no longer produced.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

timely and fully informed by the CCDRs and JCS. GFM allocation staffing procedures specified in the GFMIG and reference (1) ensure CJCS's advice and recommendations are not delayed while awaiting input from the other members of the JCS and CCDRs.

2. Global Integration. Global integration is central to GFM. To effectively integrate the Joint Force against trans-regional, multi-functional, all-domain priority challenges, the Joint Force has to balance force assignment, and allocation against risk.

3. Global Force Management Implementation Guidance. The GFMIG, developed by the DJ-8, is reviewed by CJCS and approved by the SecDef. It provides guidance for implementation of the integrated GFM processes: directed readiness; assignment; allocation; apportionment; and assessment (Figure 3). As such, it outlines how CJCS provides advice, and how the SecDef makes globally integrated, prioritized, and risk informed decisions with regard to force management.

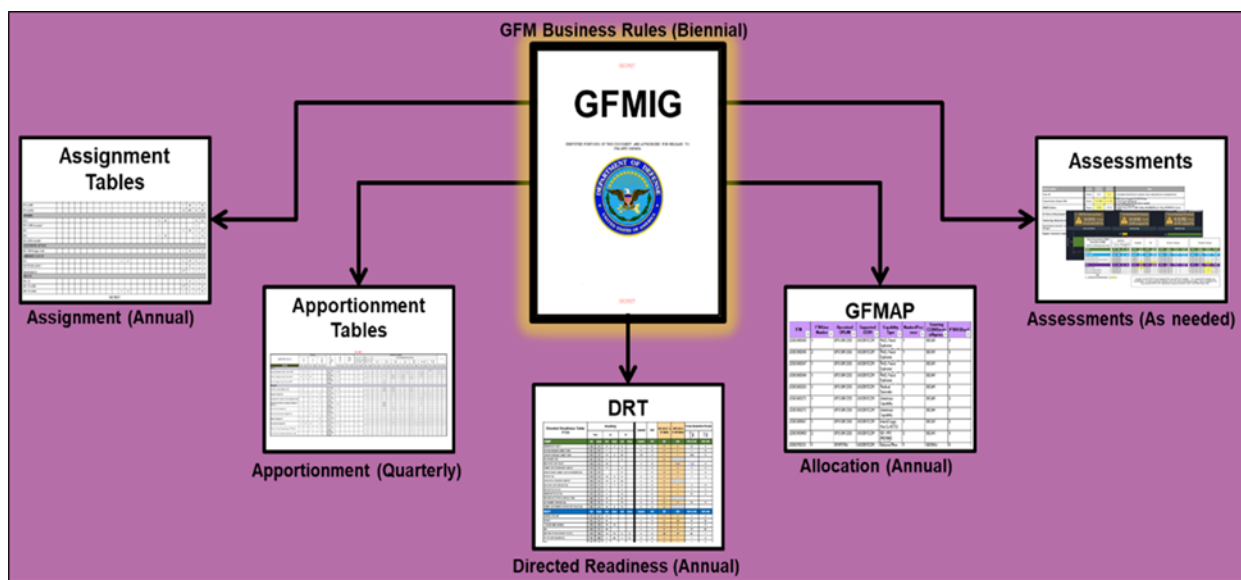


Figure 3. GFM Unity of Effort

4. Force Management Framework. Force Management Framework (FMF) provides planners more detail on availability of types of forces, or force elements (FE). FMF is defined by categories in which each designated FE is binned based upon its campaign or contingency requirement. The FMF further defines prescribed readiness levels for select bins, identifies which category of FEs are most readily available for employment, and which FEs are not available for planning consideration. The framework is captured in more detail in the GFMIG.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

5. Directed Readiness. Directed readiness is the process that allows the SecDef to balance risk by directing the expected readiness of specific FEs for proactive and scalable operations, while modernizing and preserving force availability in the event of a major contingency. DRT are the SecDef approved orders that prescribe the level of readiness for selected forces elements. The DRT provides this information, looking forward two years. The DJ-8 develops the DRT and routes for CJCS endorsement and SecDef approval.

6. Assignment. Assignment is the C2 mechanism for the SecDef to direct the Secretaries of the Military Departments to distribute forces to the Services, CCMDs, and U.S. Element North American Aerospace Defense Command (USELEMNORAD) to accomplish directed missions.

a. The SecDef assignment direction to the Secretaries of the Military Departments is published annually in the “Forces For” memorandum. The “Forces For” memorandum includes assignment tables directing the Secretaries of the Military Departments to assign specified numbers of forces to each CCMD. Assignment establishes the CCDR’s combatant command authority (COCOM) over the assigned force. Forces not assigned to a CCMD remain assigned to the military department.

b. As with the DRT, strategic analysis derived from the SecDef-approved campaign and contingency plans grounds CJCS’s recommendation to the SecDef on the number of forces to assign to each CCMD. The Joint Staff J-8 maintains and manages the SecDef-approved “Forces For” assignment tables.

7. Allocation. Allocation is the C2 mechanism for the SecDef to temporarily adjust the distribution of forces among the CCMDs and USELEMNORAD to accomplish directed missions. Allocated forces are those FEs, individuals, and resources provided by the President or SecDef to a CCMD, not already assigned to that CCMD, for execution of CCMD objectives.

a. Allocation fills a CCDRs’ operational force and joint individual augmentation requirements that cannot be met with assigned forces. Allocation provides the most appropriate and responsive force in a globally integrated, prioritized, and risk-informed manner.

b. Allocation of forces is ordered in the annual GFMAP. The GFMAP is one of the orders in the Secretary of Defense Orders Book (SDOB) process to obtain SecDef approval.

c. The DJ-3 coordinates the allocation process for CJCS. The GFMIG and reference (l) detail the allocation processes, policies, and procedures.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

d. CJCS's Top-Down Allocation Guidance is an annual plan to align the Joint Force against the SecDef strategic priorities. The Joint Staff J-35, in coordination with the Services and Joint Force Providers (JFPs), develops the plan using the DRT as the baseline assumption for the supply of ready and available quantity of forces. The baseline demand comes from force requirements from the highest priority campaign and contingency plans, the SecDef approved CSO, and three bins of the DRT: Threshold Forces; Immediate Response Forces; and Contingency Response Forces. It also provides a reference to keep allocation sourcing recommendations focused on strategic priorities. The CCDRs' annual submissions allow bottom up refinement to the plan as the GFMAP sourcing recommendations are developed. Reference (l) contains additional discussion of the Top-Down Allocation Guidance.

8. Global Competition Framework. The Global Competition Framework consists of a SecDef-approved, single prioritized list of all IMO from across the five GCPs, aligned to DoD prioritization guidance in the NDS and GEF. Joint Staff J-5 develops the GCF with input from CCMDs and Services, and integrates it into the GFM process. The Joint Force uses the GCF to inform force allocation within the GFMAP and between competing CCMD Requests for Forces in the SDOB. Joint Staff J-5 revises the GCF whenever GCP IMOs change or when DoD issues new prioritization guidance.

9. Apportionment. Apportionment is a quarterly estimate of the military departments' ability to generate FEs along general timelines for planning purposes. The apportioned force types and quantities are what a Service or force provider (FP) reasonably expects to be able to employ (both deployable and employed-in-place forces) in a crisis. It is not an identification of the actual forces used if a plan transitions to execution. Force apportionment does not establish command relationships. The apportionment tables represent an authoritative data source for current force availability. Apportionment is approved by CJCS. The DJ-8 develops, staffs, and publishes the apportionment table.

10. Assessments. Three assessments evaluate the Joint Force's ability to meet global demands. These are the Annual Directed Readiness Tables Assessment, Directed Readiness Tables Programmatic Assessment, and Joint Assessment of Directed Readiness Tables Execution. More information on these is in Enclosure H and in the GFMIG.

11. Secretary of Defense Orders Book. The SDOB process is the coordinated and globally integrated process which the DJ-3 uses to obtain approval of all proposed orders requiring SecDef decision. Joint Staff J-35 briefs draft orders

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

through the J-Dirs, OSD leadership, and the CJCS for endorsement prior to going to SecDef for decision. The SDOB is normally presented to the SecDef every three weeks; however, a special SDOB may be held whenever circumstances dictate. Reference (l) details the SDOB procedures.

12. Supplemental Information

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

(1) Title 10, U.S. Code

(2) President of the United States, 25 April 2023, *Unified Command Plan*.

(3) SecDef, 6 February 2023, *Fiscal Years 2023-2025 Global Force Management Implementation Guidance*.

(4) CJCSM 3130.06C, 7 May 2021, "GFM Allocation Policies and Procedures."

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

c. Current and historical GFMIGs, DRT, "Forces For" Assignment Tables, and Apportionment Tables are posted on the Joint Staff J-8 SIPRNET web page: <[https://intellipedia.intelink.sgov.gov/wiki/Force_Management_\(Assignment/Apportionment\)](https://intellipedia.intelink.sgov.gov/wiki/Force_Management_(Assignment/Apportionment))>.

d. Current and historical GFMAPs and other allocation information is posted on the Joint Staff J-35 SIPRNET web page: <<https://intelshare.intelink.sgov.gov/sites/js-j-35/JOD-GFM/SitePages/JOD%20GFM.aspx>>.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

ENCLOSURE F

JOINT CAPABILITY DEVELOPMENT

1. Function Overview

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

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

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

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

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

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

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

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

b. CJCS’s statutory function to foster Joint Capability Development is informed by intelligence analysis and involves Force Development and force design. The JSPS Joint Force Development Activities and Comprehensive Joint Readiness as described in Enclosures G and H (including intelligence analysis and production and net assessments) directly inform Joint Capability Development analysis and recommendations to adapt the force with near-term capabilities development and to innovate with long-term capabilities development.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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

2. Joint Requirements Oversight Council. Title 10, U.S. Code, section 181 establishes the JROC, chaired by the VCJCS. The JROC directly supports CJCS's Joint Capability Development function pursuant to title 10, U.S. Code, section 153(a)(5). Specifically, the JROC assesses joint military capabilities; identifies and prioritizes gaps; reviews and validates proposed capabilities intended to fill gaps; develops recommendations for program cost and fielding targets; establishes and approves joint performance requirements; reviews capability requirements for any existing or proposed solution; and identifies new joint military capabilities based on advances in technology, concepts, and alternatives to acquisition programs (reference (h)). The JROC serves as the mechanism for globally integrating capability development across the Joint Force.

3. International Joint Requirements Oversight Council. The International JROC (I-JROC) assists CJCS by identifying areas to enhance, align, and accelerate international collaboration on combined warfighting concept and capability development. Chaired by the VCJCS, the I-JROC includes members of the international military representing their national departments or ministries of defense.

4. Joint Capabilities Integration and Development System. The DJ-8 is responsible for the JCIDS. The JCIDS is a needs-driven joint capability requirements validation process that directly supports the JROC in identifying, approving, and prioritizing joint military requirements and validating capability solutions to fulfill gaps in joint military requirements, including munitions (reference (h)). JCIDS is an integrated collaborative process driven by the NMS and informed by SecDef-level strategic direction in the NDS and DPG. The objective is to develop doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) solutions that are affordable, militarily useful, operationally effective, and supportable in a technologically mature operational environment.

a. Capability Requirement Document. The JCIDS process provides the baseline for documentation, review, and validation of new capability requirements expressed in capability requirement documents. Requirement

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

documents reflect the translation of emerging Joint and Service concepts into new capability requirements. Enclosure G includes a discussion of how concepts influence capability development. Examples of capability requirement documents include Initial Capabilities Documents, Joint DOTMLPF-P Change Recommendations, and Capability Development Documents, which are deliberate pathways for capability development. Joint Urgent Operational Need and Joint Emergent Operational Need are the urgent pathways to capability development with a solution implemented in two years or less. JROC decisions on JCIDS capability recommendations are formalized in a JROC Memorandum (JROCM) signed by the VCJCS. See reference (n) for a detailed discussion of each capability document and the associated processes.

b. Capability Portfolio Management Review. As directed by the JROC and, at a minimum, every fiscal year, each Functional Capabilities Board (FCB) will deliver one or more Capability Portfolio Management Reviews (CPMR(s)) to the JROC for a specific Joint Capability Area portfolio. CPMR provides the JROC with an analytic process to synthesize joint concept driven top-down requirements with JCIDS traditionally bottom-up process. The goal is for the JROC to validate requirements in a top-down, broad and strategic manner to provide Services clarity on Joint Force capability needs while allowing flexibility on how to deliver those capabilities for the Joint Force. The Joint Staff, Services, and other DoD components identify their position for each CPMR for the annual Program and Budget Review (PBR), which also informs capability development across the DoD. CPMRs address opportunities, challenges, risk, and trade-space associated with specific priority portfolios that enable the DoD strategic objectives. CPMRs offer the JROC options to optimize capability investments in priority gap areas while mitigating risk. As needed, the DJ-8 or the JROC will provide CPMR guidance and priorities to the FCB Chairs. See references (n) and (q).

c. Capability Gap Assessment. The Capability Gap Assessment (CGA) is an annual JROC-led capability portfolio review, coordinated by the DJ-8. The CGA examines CCMD Integrated Priority Lists (IPLs) submitted in the AJA Survey, along with crisis and risk drivers articulated in the CRA, and informs the ARCCR, which is submitted to Congress (discussed in Enclosure H). The CGA process mitigates CCMD mission shortfalls, supports the development of future capabilities, provides the CCMDs a voice in capability development and resourcing, and supports Chairman's Program Recommendation (CPR) development. The CGA assesses capability gaps in the current and planned force from various perspectives and echelons. One or more FCBs evaluate each capability gap and make mitigation recommendations. The JROC's CGA recommendation is formalized in a JROCM signed by the VCJCS. This CGA JROCM is one input to the CPR.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

5. Chairman's Program Recommendation

a. The CPR fulfills CJCS's title 10, U.S. Code, section 153 direction to submit an alternative program recommendation to the SecDef to achieve conformance with strategic plans and CCMD requirements. The CPR is developed by the Joint Staff J-8 and articulates CJCS's personal recommendations on issues deemed important enough for the SecDef to consider when identifying DoD strategic priorities in the DPG. The CPR informs the DPG and influences resource decisions and development of the President's Budget. The CPR is informed by a multitude of Joint Staff assessments, to include the annual Capability Gap Assessment (CGA), CRA, CPMRs, and the Joint Warfighting Concept (JWC).

b. CPR enables CJCS, in support of the NMS, to: communicate statutory military advice on programs to the SecDef; balance capability, capacity, and readiness development efforts toward NMS priority areas; align means to ends and ways, in light of risk, enabling CJCS to provide the best possible strategic advice; and articulate joint priorities and empower the Joint Staff to represent CJCS at a myriad of forums.

6. Support to Planning, Programming, Budgeting, and Execution. The PPBE process is the SecDef institutional strategic planning system and the primary decision making process for translating strategic guidance into resource allocation decisions (reference (i)). Consistent with title 10, U.S. Code, CJCS and the Joint Staff interface with the PPBE process at all phases. The Joint Staff J-8 is the Joint Staff focal point for PPBE support activities and the principal staff contact on these matters for the CCMDs, Services, NGB, and OSD. As discussed in Enclosures E and H, CJCS's primary input to the PPBE process is the CPR. During the annual PBR, the Joint Staff participates in issue teams led by the Office of Cost Assessment and Program Evaluation (CAPE). Through these teams, the Joint Force assesses Service programs, reviews CCMD and other agency issue nomination submissions, helps develop alternatives to address changes to Service programs, and adjudicates issue nominations.

7. Supplemental Information

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

- (1) Title 10, U.S. Code.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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

(3) CJCSI 3030.01A, 3 October 2022, “Implementing Force Development and Design.”

(4) CJCSI 5123.01I, 30 October 2021, “Charter of the Joint Requirements Oversight Council and Implementation of the Joint Capabilities Integration and Development System.”

(5) CJCSI 8501.01B, 21 August 2012, “Chairman of the Joint Chiefs of Staff, Combatant Commanders, Chief, National Guard Bureau, and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution Process,” current as of 15 December 2021.

(6) JCIDS Manual, 30 October 2021, “Manual for the Operation of the Joint Capabilities Integration and Development System.”

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

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

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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F-6

Enclosure F

UNCLASSIFIED

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CJCSI 3100.01F
29 January 2024

ENCLOSURE G

JOINT FORCE DEVELOPMENT ACTIVITIES

1. Function Overview

a. Joint Force Development is the execution of activities designed to prepare the Joint Force to fulfill national defense and security objectives in the present and future. Development activities consist of six specified responsibilities assigned to the CJCS in title 10, U.S. Code, section 153(a)(b):

(1) Develop “doctrine for the joint employment of the armed forces.”

(2) Formulate policies, standards, and actions for the “joint training of the armed forces.”

(3) Formulate policies for the “military education of members of the armed forces.”

(4) Formulate Joint Force concept “development and experimentation” policies.

(5) Gather, develop, and disseminate Joint Force lessons learned.

(6) Advise the SecDef on the development, integration, and interoperability of joint command, control, communications, and cyber capability.¹¹

b. The Joint Staff establishes policy and guidance for fulfilling CJCS’ Force Development responsibilities through a series of instructions, guides, and manuals. Additionally, the Joint Staff publishes stand-alone documents that fulfill, or support fulfillment of, CJCS responsibilities. Figure 4 depicts the Joint Staff documents that directly support CJCS Force Development activities and responsibilities that are included in JSPS. These documents, supported by other CJCS instructions and manuals and other senior leader instructions, establish policy and guidance for Joint Force Development programs and activities.

¹¹ This is a substantial revision from 2021 JSPS, which captures roles, responsibilities, and outputs of Force Development activities that intersect with other CJCS functions and, in particular, specifies connections between Joint Staff J-7 outputs and other J-Dirs. Removed *Concept for Combined Joint Operations*, which was replaced by the JWC. Added *Joint Concept for Competing*.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

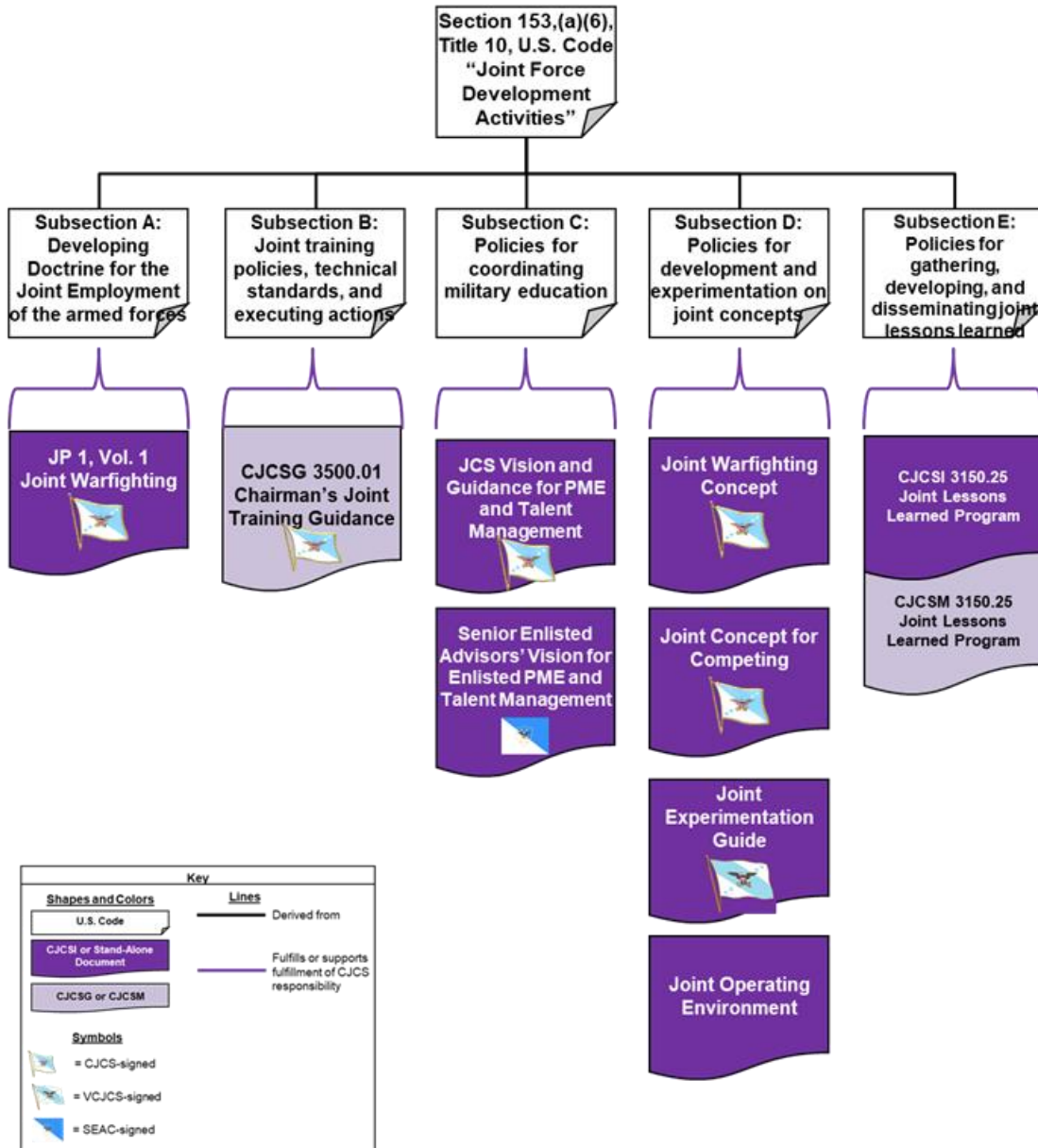


Figure 4. Joint Staff Documents Derived from CJCS Force Development Activities Assigned in Title 10, U.S. Code.¹²

c. The CJCS uses Force Development activities to guide how the Joint Force operates and inform how DoD components plan, execute, and assess their activities to fulfill national defense objectives. Strategic direction and guidance from the President and SecDef informs the focus of Force

¹² There are multiple derivative documents which are developed at DJ-7's authority that directly fulfill portions of the CJCS's responsibilities assigned by Congress. The example provided in Figure 4 is the JOE.

Development activities so that their outputs best support U.S. interests, achieve DoD priorities, and build warfighting advantage. Joint Force Development activities are both independent and interdependent in their execution, enabling advancements for the Joint Force across time horizons. Joint doctrine, military education, joint training, joint concept experimentation, and lessons learned interact with DoD component activities (see reference (p) for additional details on these relationships). DoD component activities, such as concept and capability experimentation during joint exercises, provide lessons and outcomes that inform Force Development throughout the Joint Force. DoD component adaptation and innovation activities enable complementary Joint Force Development and capability development outcomes that “encourage rapid experimentation, acquisition, and fielding” of materiel and non-materiel capabilities (reference (r)). Just as Force Development activities relate to one another, they also individually and collectively support, inform, and are informed by the other functions in the JSPS. Figure 5 shows the conceptual interdependency between Force Development activities and the CJCS’ other responsibilities. The relationships between JSPS activities and outcomes are explained further in this enclosure.



Figure 5. Conceptual Interaction of Joint Force Development Activities with Other CJCS Functions

d. The Joint Staff Director for Joint Force Development, J-7 is responsible for leading CJCS Force Development responsibilities assigned sub-paragraphs 1 through 5 of title 10, U.S. Code, section 153(a)(6) and the JSPS elements designed to fulfill them. See reference (p) for additional details.

e. The Joint Staff Director for Command, Control, Communications, and Computers/Cyber, J-6 provides inputs on the CJCS Force Development responsibility assigned in title 10, U.S. Code, section 153(a)(6) through the

JCIDS, supports PPBE, and indirectly informs Defense Acquisition System decisions. Enclosure F includes a discussion of JCIDS and PPBE.

2. Joint Doctrine Development. “Joint doctrine consists of fundamental principles that guide the employment of the Armed Forces of the United States in unified action to achieve unity of effort” (reference (n)). The Joint Doctrine Development Community develops and coordinates joint doctrine for approval by DJ-7 or CJCS. Joint doctrine enables and supports other CJCS functions by providing a common approach to campaigns and operations among DoD components, interagency, A&P, international, and nongovernmental organizations. See references (s) and (t) for additional details on the joint doctrine system and joint doctrine development and revision process.

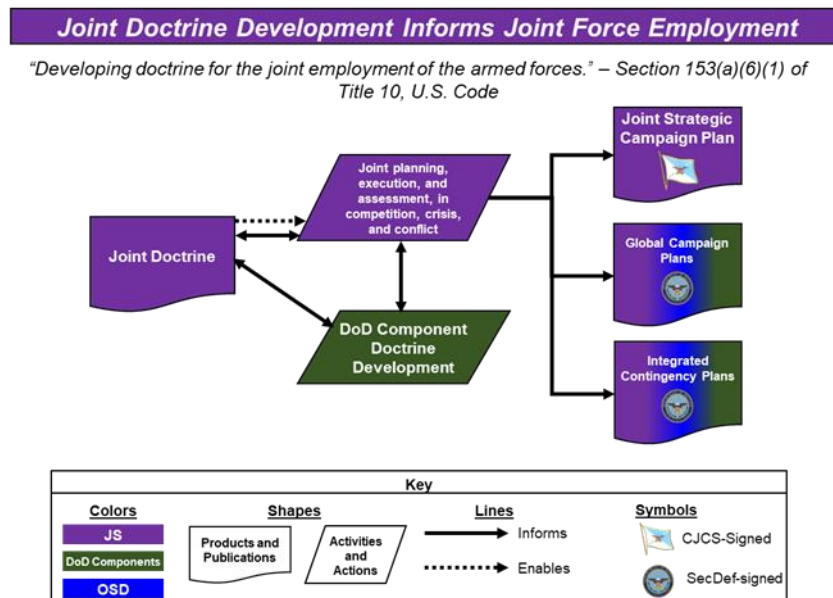


Figure 6. Joint Doctrine Informing Joint Strategic Planning and Operations

3. Joint Training Policies, Technical Standards, and Executing Actions. The Joint Staff fulfills CJCS responsibilities for joint training through several documents that guide, inform, support, and set standards for joint training of the armed forces. Reference (u) and supporting manuals establish policy for joint training of the armed forces. Reference (v) and the supporting manual provide policy for the Universal Joint Task List, which is the “authoritative menu” (or library) of all approved joint tasks required for planning, readiness reporting, training and exercises, lessons learned processing, and requirements (reference (s)). CJCS issues multi-year training guidance to DoD components in the form of CJCS’s *Joint Training Guidance* (CJTG). The CJTG informs the execution of the JEP, CEP, and DoD component exercises. To further fulfill the

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

CJCS' responsibilities for joint training, the Joint Staff manages exercise programs that support and enable global military integration and comprehensive joint readiness.

a. Chairman's Joint Training Guidance. The CJTG establishes the CJCS' priorities for joint training and exercises in support of global integration and comprehensive joint readiness to fulfill national defense priorities. The CJTG supports Joint Training Plan development by DoD components and informs CCMD planning.

b. The CJTG includes guidance to align and synchronize joint exercises within the relevant fiscal years in support of global integration and national defense priorities, and to simultaneously improve comprehensive joint readiness, inform Force Development activities, and inform joint capability development. This guidance integrates with whole of government efforts and is inclusive of A&P. See the CJTG for additional information.

c. Joint Exercise Program. JEP is a principal means for CCDRs to maintain trained and ready forces; exercise their contingency plans; increase staff understanding of adversary calculus, threat, and military capabilities; and support their theater engagement activities. CCDR-designated JEP events train mission capability requirements which are derived from their respective commands' Joint Mission-Essential Task List. These exercises also support theater and/or global security cooperation requirements directed in CCPs or GCPs.

d. Chairman's Exercise Program. The CEP improves the capability and readiness of the Joint Force to perform joint operations by conducting regularly scheduled strategic, national-level exercises that examine plans, policies, and procedures under various simulated crisis situations. The CEP is a means for CJCS, through the Joint Staff, to coordinate Joint Staff, OSD, civilian mission partner, and CCMD participation in strategic national-level exercises. CEP events involve joint training of CJCS and the Joint Staff, and the CCMDs that address critical functions such as command and control, continuity of operations, and mission assurance and globally integrated operations (reference (v)).

e. Globally Integrated Exercise. Globally Integrated Exercises (GIEs) are activities that prepare the Joint Force for global operations through exercise scenarios focused on an emerging crisis with one or more major adversaries. GIEs address defense priorities established in the NDS and enable participants to build proficiency in planning and executing globally integrated operations.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

GIEs stress DoD component leaders' ability to maximize decision space in crisis for the President and SecDef.

f. Large Scale Global Exercise. At the direction of the SecDef, the CJCS coordinates Joint Force execution of annual Large Scale Global Exercises (LSGEs) to evaluate global integration against adversary threats, aligned to defense priorities established in the NDS. LSGEs consist of large-scale training and exercises that validate joint and multinational all-domain interoperability, improve Joint Force readiness, and provide a venue for experimentation.

4. Joint Concept Development. The Joint Staff develops and tests concepts to address gaps and challenges in current capabilities and doctrine due to the changing environment and character of warfighting. Concepts identify new or future approaches to overcome areas where existing approaches and capabilities are ineffective, insufficient, or nonexistent. Informed by the *Joint Operating Environment (JOE)*, the JWC and *Joint Concept for Competing (JCC)* are aligned to strategic direction from the President and SecDef and inform Joint Force Development, design, and strategic planning.

a. Joint Operating Environment. The JOE builds on the Defense Intelligence Agency (DIA)-published *Joint Strategic Assessment* and provides insights into dominant trends affecting the security environment and their implications for future military operations. This publication expresses CJCS's direction to provide a common, long-term perspective on challenges to the Joint Force. It is developed by the Joint Staff J-7 with support from DIA and is published every four years. The JOE establishes the operational environment underpinning the JCC and JWC.

b. Joint Warfighting Concept. The JWC is a global concept that describes an operational approach for how the Joint Force could fight in the future. The JWC is threat-informed and aligned to the strategic direction from the President, SecDef, and CJCS. The CJCS, with endorsement by the SecDef, uses JWC to provide guidance and direction on the design, development, organization, training, and equipping of the Joint Force.

c. Joint Concept for Competing. The JCC is a concept for how the Joint Force could engage in strategic competition, in conjunction with interagency, multinational, and other partners. The unclassified JCC provides ideas for how the Joint Force "can use military capabilities outside armed conflict to shift the focus of strategic competition into areas that favor U.S. interests or undermine an adversary's interests, while setting conditions for designated [USG] lead agencies to effectively prosecute U.S. strategic objectives" (reference (w)). Paired with the JWC, the JCC provides the "intellectual foundation for the

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

joint force” to address the full range of challenges across the competition continuum.

d. Globally Integrated Wargames. Globally Integrated Wargames (GIWGs) are CJCS-directed annual wargames to assess and test ideas in the JWC. GIWGs include participants from all DoD components, the IC, A&P, and select industry representatives. Through GIWG execution, the Joint Force identifies advantages, disadvantages, gaps, and seams in the Joint Force’s ability to compete, deploy forces, and employ capabilities in a complex environment.

5. Policies for Coordinating Military Education. CJCS promulgates policy guidance regarding the education of officers and enlisted members of the armed forces, with a particular emphasis on joint professional military education (JPME). JPME policy also ensures joint force compliance with mandatory topic requirements established in title 10, U.S. Code, chapter 107.

6. Joint Lessons Learned. The Joint Staff fulfills the CJCS’ statutory responsibilities for joint lessons learned through the Joint Lessons Learned Program (JLLP), detailed in references (x) and (y). The JLLP is a knowledge management and continuous improvement program that supports organizational learning from experience gained in joint operations, training events, exercises, experiments, wargames, other activities, and historic data (reference (o)). The JLLP leads review of lessons learned with DoD components to enhance Joint Force readiness and effectiveness by providing recommendations to change materiel and non-materiel processes and products. The reviews may result in changes to operational plans, programs of record, and capability gaps submitted through the JCIDS. Enclosure F discusses JCIDS in greater detail.

7. Supplemental Information

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

(1) Title 10, U.S. Code

(2) CJCSI 1800.01F, 15 May 2020, “Officer Professional Military Education Policy.”

(3) CJCSI 1801.01F, 14 October 2022, “National Defense University Policy.”

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

(4) CJCSI 1805.01C, 1 November 2021, “Enlisted Professional Military Education Policy.”

(5) CJCSI 3030.06C, 3 October 2022, “Implementing Force Development and Design.”

(6) CJCSI 3150.25H, 30 December 2021, “Joint Lessons Learned Program.”

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

(8) CJCSI 3500.02C, 19 December 2022, “Universal Joint Task List Program.”

(9) CJCSI 5120.02F, 31 May 2023, “Joint Doctrine System.”

(10) CJCSM 1810.01, 1 April 2022, “Outcome-Based Military Education Procedures for Officer Professional Military Education.”

(11) CJCSM 3150.25C, 23 June 2023, “Joint Lessons Learned Program.”

(12) CJCSM 3500.03E, 20 April 2015, “Joint Training Manual for the Armed Forces of the United States.”

(13) CJCSM 3500.04G, 14 April 2023, “Universal Joint Task Manual.”

(14) CJCSM 3511.01A, 30 August 2019, “Joint Training Resources for the Armed Forces of the United States.”

(15) CJCSM 5120.01C, 20 June 2023, “Joint Doctrine Development Process.”

(16) *Joint Warfighting Concept 3.0*, with supporting concepts.

(17) *Joint Concept for Competing*, 10 January 2023.

(18) *JCS Guidance and Vision for PME and Talent Management*.

(19) *Senior Enlisted Advisors’ Vision for Enlisted PME and Talent Management*.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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G-10

Enclosure G

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

ENCLOSURE H

COMPREHENSIVE JOINT READINESS AND ASSESSMENTS¹³

1. Overview

a. In matters relating to comprehensive joint readiness, title 10, U.S. Code, section 153(a)(4) directs CJCS to:

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

(2) Assess risks to mission and force due to readiness shortfalls and develop risk mitigation options.¹⁴

(3) Advise the SecDef on “critical deficiencies and strengths” in Joint Force capabilities (including manpower, logistics, intelligence, and mobility support) during the preparation and review of defense strategies and contingency plans.

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

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

b. Consistent with title 10, U.S. Code, this instruction takes a broad view of Comprehensive Joint Readiness, which informs Force Employment, Force Development, and force design. Readiness is the ability of the Joint Force to meet immediate contingency and warfighting challenges while preparing for future challenges. As depicted in Figure 1, this shared understanding of readiness informs Strategic Direction, Strategic and Contingency Planning, Joint Capability Development, Joint Force Development Activities, and Global

¹³ Changed Enclosure G in 2021 JSPS from Global Integration to Comprehensive Joint Readiness and Assessments. Global integration is pervasive throughout all roles, responsibilities, and outputs of JSPS. Additionally, assessments offer key insight and feedback to evaluate progress for all Joint Staff outputs and support optimal outcomes for CJCS.

¹⁴ For assessments, the interval of time horizons should be standardized by the risk owner. Risk is not linear and should not be bounded by a linear way of thinking. Decision makers must consider the trending direction of risk when choosing to accept, avoid, mitigate, or transfer. It is important to keep in mind that uncertainty increases the further out in time that risk is examined during analysis. Framing within time is essential for tracking trends and assessment. Assessments consider the element of time across three horizons: near term (0–3 years); mid-term (2–7 years); and long-term (5–15 years). See reference (c).

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

Military Integration. Comprehensive Joint Readiness considers the range of available capabilities, the speed and manner with which the Joint Force can employ these capabilities, the ability to sustain the Joint Force, and Joint Force resiliency for campaigns, operations, and activities across the spectrum of conflict and in all domains. In anticipation of future challenges, readiness evaluations consider risk, staff estimates, assessments, analyses, wargames, lessons learned, adversary threats, and joint concepts.

c. Assessments are the tool(s) the Joint Force uses to provide feedback within the ecosystems of JSPS.

d. The JSPS elements aligned with this function are the AJA Survey, CRA, JFRR, intelligence production, GCP As, and Strategy Coordination Cell (SC2) estimates.

2. Global Integration. Assessments play a critical role in enabling CJCS to globally integrate the Joint Force by identifying areas that require resource and risk rebalancing or reprioritization. Global integration is the arrangement of cohesive Joint Force actions in time, space, and purpose, executed to address trans-regional, all-domain, and multi-functional challenges. Within the context of assessments considering all organizations and perspectives across the Joint force, combining independent intelligence reports and qualitative analysis adds credibility and confidence to the CRA. This data provides vital feedback loops and intersects all actions within the JSPS contributing to strategic discipline execution.

3. Chairman's Risk Assessment. The DJ-5 is responsible for developing, reviewing, and preparing the CRA for CJCS signature. This classified assessment of risk fulfills multiple roles.

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

b. CJCS submits the annual risk assessment through the SecDef to Congress not later than (NLT) 15 February. Title 10, U.S. Code further directs the SecDef, when transmitting the risk assessment to Congress, to include a risk mitigation plan for all areas of significant risk, or higher, associated with the NMS and for deficiencies identified in force capabilities for contingency plans.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

c. The CRA informs NMS revisions as well as provide feedback into the Force Development and design systems.

d. Primary inputs to the CRA are the JSIRA and the AJA Survey responses from CCMDs, Services, and NGB, along with DIE developed products to include JSIRA to support the JSPS. The JSIRA is discussed in Enclosures A.

4. Annual Joint Assessment Survey

a. The DJ-5 is responsible for developing, staffing, reviewing, and preparing the AJA Survey. CCMDs, Services, and NGB all contribute.

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

c. The AJA Survey responses directly inform the CRA, JFRR, and Joint Staff estimates and assessments described in paragraphs 3, 6, and 8 (respectively) of this enclosure, as well as CA responses to GCPs.

5. Chairman's Readiness System

a. The DJ-3 is responsible for the CRS. The CRS establishes a common framework for understanding the readiness of the Joint Force to execute the NMS. It provides uniform policy and procedures for assessing and reporting Force and Joint readiness. See references (z)-(bb) for more details.

b. Plans Assessments measure a CCMD's ability to successfully execute contingency plans selected on the basis of high visibility or the potential to yield the most severe consequences. Plans Assessments consist of data analyses derived from contingency sourcing of integrated Time Phased Force and Deployment Data, U.S. Transportation Command's studies of transportation feasibility, logistics supportability analyses, and comprehensive CCMD and JFP risk analyses.

6. Joint Force Readiness Review. The semi-annual JFRR is the principal readiness assessment of the CRS and satisfies CJCS's title 10, U.S. Code, section 482 readiness reporting requirements. It assesses the capabilities of the armed forces, the CCMDs, Services, and CSAs to execute their title 10 roles

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

and missions based upon the posture and readiness data drawn from the Defense Readiness Reporting System (DRRS). DRRS is the primary tool for management and reporting a unit's capability and resources to accomplish designed and assigned missions (reference (g)).

a. Congress requires CJCS to deliver the JFRR on a semi-annual basis. The JFRR is due NLT 30 days after the last day of the first and third quarters of each calendar year. Data collection, analysis, synthesis, composing, coordination, and approval requires a three-month developmental timeline. Any operational assessment and estimate desiring inclusion and synthesis into the JFRR and any other relevant operational product needs to synchronize development and delivery of their product at the start of the JFRR's Project Objectives and Milestones.

b. Aside from delivery of the JFRR to Congress and the SecDef, the JFRR has two influence paths to support CJCS's functions:

(1) The CRA, which informs development of the NMS and influences the CPR.

(2) The CPR, which provides programmatic advice to the SecDef and feeds formulation of the DPG (Program Objective Memorandum (POM) development).

7. Strategy Coordination Cell. The SC2 is a federated organization, cross-functional and integrated across the Joint Staff with office of primary responsibilities (OPR) delegated to DJ-2 and DJ-7. The breadth of the SC2 provides ready access within J-Dirs' processes, to coordinate and synchronize support to individuals with a depth of information and expertise throughout the JSPS. An SC2 review, at the earliest step, aids JSPS processes and products and supplements finished intelligence for informed risk assessments by the process owners for recommendations to CJCS.

8. Joint Staff Estimates, Assessments, and Analyses. The J-Dirs develop estimates, assessments, and analyses (to include intelligence products). These products, which consist of the J-Dirs' most current staff analyses, are used by the Joint Staff to support mitigation strategies and inform key Joint Staff products to include the CRA, JFRR, and CPR while assisting CJCS in providing military advice. The stand-alone analyses, estimates, and assessments are controlled and produced at J-Dir direction, and include assessments assigned to CJCS by DoD Directives, the SecDef, and Congress.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

9. Chairman's Net Assessments. As directed by CJCS, the DJ-8 collaborates with relevant CCMDs to produce net assessments that focus on the capabilities of a single adversary.

10. Annual Directed Readiness Tables Assessment. Joint Staff J-8 conducts an annual capacity and availability assessment during the development of the DRT to evaluate the ability of the Joint Force to meet global demands. It informs planning, readiness, and programmatic decisions.

11. Directed Readiness Tables Programmatic Assessment. CAPE conducts an annual assessment that evaluates the Services' and FPs' POMs and Budget Estimate submissions to support the requisite programming, readiness, and force availability planned in the DRT.

12. Joint Assessment of Directed Readiness Tables Execution. Joint Staff J-8 conducts a quarterly assessment to evaluate Service or FP's performance, during execution year, in meeting the readiness requirements set forth in the DRT to illuminate differences from planning to execution.

13. Supplemental Information

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

(1) Title 10, U.S. Code.

(2) DoDD 3000.07, 28 August 2014, "Irregular Warfare," incorporating Change 1, 12 May 2017.

(3) CJCSI 3210.06A, 25 September 2015, "Irregular Warfare," current as of 29 November 2022.

(4) CJCSI 3401.01E, 13 April 2010, "Joint Combat Capability Assessment," current as of 19 May 2014

(5) CJCSI 3401.02B, 31 May 2011, "Force Readiness Reporting," current as of 17 July 2014

(6) CJCSM 3105.01B, 23 December 2023, "Joint Risk Analysis Methodology."

(7) CJCS Guide 3401D, 15 November 2010, "Guide to the Chairman's Readiness System," current as of 25 November 2015.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

- b. See Enclosure K for the full list of references and related documents used throughout this instruction.
- c. Identifying link is used to post documents not captured in Enclosure J.

ENCLOSURE I

JOINT STRATEGIC PLANNING SYSTEM PRODUCTS AND FORUMS

1. Function Overview. This appendix explains and depicts the linkages, dependencies, and feedback loops within JSPS.

a. The intent of this appendix, along with Figure 7, is to serve as an evolutionary step and additional means to communicate JSPS as the Joint Staff evolved toward the new Figure 2 in this instruction. The evolved model indicates the nature of the JSPS processes as inherently interacting. Through disciplined staff management, these processes develop integrated information, providing analysis and critical thinking for implementing strategic discipline. In other words, the JSPS documents the processes, products, and leadership forums, but is evolving to account for the value of iterative staff refinement, critical thinking, collaborative problem solving, and timely decision-making.

b. The linkages and dependencies in Figure 7 depict the overview of JSPS in the current Figure 1 in linear fashion without indicating the interaction inherent in the execution of the JSPS. This model uses connecting lines and feedback arrows but does not capture Joint Staff collaboration which is continual among the major ecosystems to support CJCS's roles, functions, and responsibilities.

2. Figure Overview

a. This graphic, from left-to-right, illustrates how functions of the Joint Staff translate strategic direction into the outcomes of campaigning to deter today while building warfighting advantage for the future.

(1) The external strategic direction to the Joint Staff shown on the far left include three nesting strategy documents: the NSS, NDS, and NMS.

(2) The processes and products in center of the graphic are interacting Joint Staff activities and outputs of JSPS but are depicted as individual elements.

(3) To the far right are the plans, reports, and programs that result from the JSPS processes and lead to the strategic outcomes aligned with the NMS objectives.

b. The processes specific to the Joint Force are organized from top to bottom. Based on the graphic depiction some staff and Joint Force action

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

execute them as isolated processes. These are actually interacting ecosystems of Force Employment, Force Development, and Force Design. In reality, these efforts are interactive and mutually supportive over time.

(1) The NMS, UCP, CPG, and GEF inform the JSCP. The JSCP operationalizes the NMS through SPFs and GCPs, and provides the starting point for Joint Force planning which guides Force Employment and Force Development.

(2) The Force Employment ecosystem encompasses two major efforts: planning and force management.

(a) Planning provides strategic guidance that the CCMDs and Services turn into OAI. Plans are tested for effectiveness and feasibility with exercises, including the CEP and JEP. Lessons learned from those are used to modify plans for force employment as well as requirements for force development or force design.

(b) Force management, as employed by the GFM processes, enables OAI by balancing CCMD requirements with consistent direction from CJCS to enforce strategic discipline.

(3) The Force Development ecosystem provides prioritization and requirements for future capabilities.

(a) JCIDS is the mechanism that identifies new joint military capabilities needed for technological and operational superiority of the armed forces, and recommends materiel investments and experiments in such capabilities to the SecDef.

(b) Decisions made from the JCIDS processes become advice to the PPBE processes that inform the Service POMs.

(c) Other Joint Force Development activities include ecosystems for Training, Doctrine, Education, Lessons Learned (to include results from exercises and experimentation), and Architectures/Standards to facilitate integration and interoperability.

(4) The JWC provides the starting point to drive activity in Force Design by codifying CJCS's vision for how the Joint Force will operate in the future. This includes guidance and direction for its supporting joint concepts. Experiments and wargames test concepts to validate the principles and assumptions supporting the concept.

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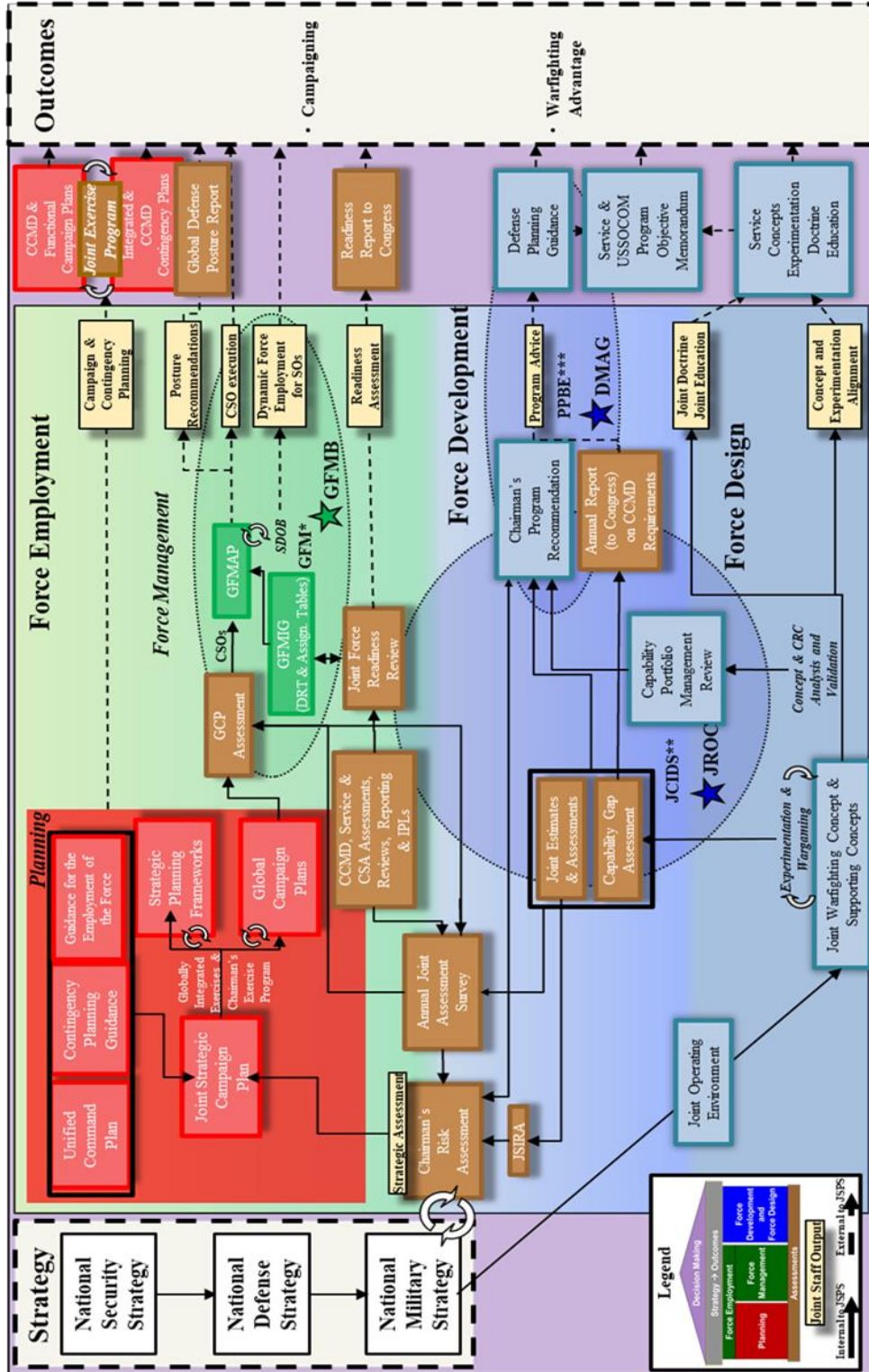
CJCSI 3100.01F
29 January 2024

(5) Assessments are crucial processes and products that provide an analytical foundation to inform decisions. Figure 7 shows the individual assessments performed in the JSPS as brown boxes. Assessments can inform internal processes (e.g., CCMD and Service reporting and IPLs) as well as external reports to Congress (e.g., CRA and Readiness Report).

c. These processes, products, and forums provide the ways and means to implement and manage strategic discipline. These efforts seek to achieve the strategic outcomes of campaigning to deter and building warfighting advantage.

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JSPS Products and Forums – Translating Strategy to Outcomes



* The Global Force Management (GFM) process aligns directed readiness, force assignment, allocation, apportionment, and assessment in support of strategic guidance.
 ** The Joint Capabilities Integration and Development System (JCIDS) is an element of JSPS that enables the assessment of joint military capabilities and supports the joint requirements oversight council in identifying, approving, and prioritizing joint force capabilities gaps and solutions to meet applicable requirements in the JCS.
 *** The Planning, Programming, Budgeting, and Execution (PPBE) process is supported by JSPS and is the factor's institutional strategic planning system and the primary decision-making process for translating strategic guidance into resource allocation decisions.

Figure 7. Joint Strategic Planning System Products and Forums—Translating Strategy to Outcomes

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CJCSI 3100.01F
29 January 2024

ENCLOSURE J

SUMMARY TABLES OF JSPS ELEMENTS

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

Column 3: *Joint Staff Lead: OPR unless noted as office of coordinating responsibility (OCR).*

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

Element	Signature Authority	JS Lead	Frequency	Purpose	Deliver to Congress (R/O/I)
Strategic Direction [10 U.S.C., Sec. 153(a)(1)]					
National Security Strategy (NSS) 50 U.S.C. §3043(a)	President	N/A	NLT 150 days of a new Administration. Annually thereafter IAW the PE.	Describes the President's strategic vision for the nation. The NSS highlights the vital interests and grand strategic approach, which the Joint Force uses to frame its military strategy to support broader government efforts.	R
National Defense Strategy (NDS) 10 U.S.C. §113(g)(1)	SecDef	J-5 (OCR)	At least every 4 years	Describes the SecDef vision for the DoD, establishes priorities, and articulates how the DoD contributes to vital national interests directed in the NSS.	R
Defense Planning Guidance (DPG) 10 U.S.C. §113(g)(2)	SecDef	J-8 (OCR)	Annually	Describes the SecDef force planning and development, analytic, and investment priorities for the future Joint Force. The DPG informs the Service and other component POMs.	I
National Military Strategy (NMS) 10 U.S.C. §153(b)	CJCS	J-5	Review even numbered years	Serves as the Chairman's central strategic and planning document; provides strategic direction to the Joint Force regarding plans, force employment, posture, and future force development.	R
Strategic and Contingency Planning [10 U.S.C., Sec. 153(a)(2)]					
Contingency Planning Guidance (CPG) 10 U.S.C. §113(g)(3)	President	J-5 (OCR)	At least every 2 years	Describes the President's guidance to focus contingency planning efforts across the DoD.	I
Global Defense Posture Report (GDPR) 10 U.S.C. §113(g)(4)	SecDef	J-5 (OCR)	Annually	Describes the integrated approach to requirements, trade-offs, and risk across three interdependent posture elements: forces, footprints, and agreements.	R
Joint Strategic Campaign Plan (JSCP)	CJCS	J-5	Review every 2 years	Implements the CPG and GEF; Operationalizes the NMS; Chairman's primary document to guide the preparation and integration of Joint Force campaign and contingency plans.	I
Global Campaign Plan (GCP)	SecDef	J-5	Varied	Addresses the most pressing trans-regional and multi-functional strategic challenges across all domains. Designed to achieve unity of effort in day-to-day campaign activities across CCMDs, Services, NGB, Joint Staff, and interagency.	I
Strategic Planning Framework (SPF)	SecDef	J-5	As Required	Strategic framework that provides shared understanding of the problem and a Joint Force strategic approach to enable integration of concurrently executed contingency plans within a priority problem set and identify risks and trade-offs.	I
CCMD Campaign Plans (CCP)	CCDRs	J-5 (OCR)	Varied	CCPs are the primary plans through which the CCMDs execute day-to-day campaigning.	I
Functional Campaign Plans (FCPs)	CCDRs	J-5 (OCR)	Varied	FCPs are DoD plans to achieve unity of effort with DoD and facilitate the Department's contribution to broader U.S. government efforts related to functional threats or challenges that are not geographically constrained.	I
Integrated Plan Sets & CCMD Contingency Plans	CCDRs	J-5 (OCR)	Varied	Integrated Plan Sets include concurrently executed plans that are collectively resource-informed and achieve unity of effort across different organizations and complementary plans within a single problem set.	I
Comprehensive Joint Readiness [10 U.S.C., Sec. 153(a)(4)]					
Annual Joint Assessment (AJA) Survey	N/A	J-5	Annually	Collects CCMD, Service, and NGB perspectives on the strategic environment, risks, and priorities.	O
Chairman's Net Assessments	DJ-8	J-8	As Required	Provides relevant net assessments that focus on the capabilities of potential adversaries, or topics as directed by the Chairman.	O
Joint Force Readiness Review (JFRR) 10 U.S.C. §§ 117 & 482	CJCS	J-3	Twice annually	Serves as the principal strategic readiness assessment of the CRS; analyzes unit, CCMD, Service, and combat support agency readiness data.	R
Semi-annual Readiness Report to Congress (SRRC) 10 U.S.C. §§ 117 & 482	SecDef	J-3 (OCR)	Twice annually	Provides the strategic readiness assessment across the Joint Force and DoD.	R

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CJCSI 3100.01F
29 January 2024

Joint Capability Development [10 U.S.C., Sec. 153(a)(5)]					
Capability Gap Assessment (CGA)	CJCS	J-8	Annually	Identifies and assesses joint military requirements; recommends prioritization and resourcing to address risks and gaps.	O
Annual Report on Combatant Command Requirements (ARCCR) 10 U.S.C. §153(c)	CJCS	J-8	Annually	Report to congressional defense committees providing the Chairman's perspective of the extent to which the FYDP addresses Combatant Commanders' IPLs and a description of the funding proposed in the President's Budget (PB) for next FY and other FYDP years to address readiness deficiencies.	R
Capability Portfolio Management Review (CPMR)	VCJCS	J-8	Annually (or as directed)	FCB reports to provide the JROC with options to optimize capability investments in priority gap areas while mitigating risk. Annual CPMRs inform the CPR.	I
Program Objectives Memorandums (POM)	Varied	N/A	Annually	Recommendations from the Services (and Defense Agencies) to the SecDef addressing how they plan to allocate resources to meet planning and programming guidance.	I
Joint Force Development [10 U.S.C., Sec. 153(a)(6)]					
Joint Warfighting Concept	CJCS	J-7	As Required	The concept captures learning from across the Joint Force to guide and inform future Force Development and design by hypothesizing an operational approach which enables the Joint Force to deter and defeat armed aggression against the U.S. and its allies, partners, and interests and describe an operational logic for employment of the JF which contributes to a multi-year campaign of learning focused on great power conflict and inform Force Development and design.	O
Chairman's Guidance for Training & Exercise Support to Global Integration (CJTG)	CJCS	J-7	Annually	Sets conditions for joint readiness and force development; directs training for globally integrated operations	O
Globally Integrated Exercises (GIE)	N/A	J-7	Annually	The annual culminating event from the Global Integration of Campaign Learning that improves whole of government and ally and partner alignment, evaluates globally integrated operations, and informs updates to GCPs, GIFs, and Tier 1 exercises.	O
Global Military Integration [10 U.S.C., Sec. 153(a)(3)]					
Unified Command Plan (UCP) 10 U.S.C. §161(b)	President	J-5	Review every 2 years	Establishes the President's guidance to Combatant Commanders on missions, responsibilities, and geographic and functional delineations.	R
Chairman's Risk Assessment (CRA) 10 U.S.C. §153(b)(2)-(3)	CJCS	J-5	Annually	Assess strategic risk to national interests and military risk to execution of the NMS.	R
Global Force Management Implementation Guidance (GFMIG) 10 U.S.C. §162(a)(3)(B)	SecDef	J-8	Every 2 years	Implements statutory direction for SecDef to prescribe and the President to approve procedures for the assignment and transfer of forces.	I
Directed Readiness Tables (DRT)	SecDef	J-8	Annually	Top-down directed readiness guidance for force providers, consisting of select force elements, to build readiness for major combat operations and provide proactive and scalable employment options.	I
"Forces For" Memorandum / Assignment Tables	SecDef	J-8	Annually	SecDef guidance to the Secretaries of the Military Departments to assign forces to CCMDs.	I
Global Force Management Allocation Plan (GFMAP) Report National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2022, Pub.L. 117-81, § 1074, 135 Stat. 1541, 1916 (2022); NDAA for FY23, Pub.L. 117-263, §1054, 136 Stat. 2395, 2778 (2022).	SecDef	J-3	Quarterly	FY22 NDAA, as amended by FY23 NDAA, create an annual reporting and briefing requirement. Upon Congressional request, the Office of the Under Secretary of Defense for Policy agreed to provide the reports quarterly.	R
Chairman's Program Recommendation (CPR) 10 U.S.C. §153(a)(7)(A)	CJCS	J-8	Annually	Provides Chairman's military advice to the SecDef on capability investments needed to improve comprehensive joint readiness.	I
Global Competition Framework (GCF)	SecDef	J-5	Biannually or As Required	The GCF is based on the prioritization of the IIMOs derived from the five GCPs. The GCF is meant to inform force allocation processes, SDOB decisions, and the annual TDG.	I

Table 1. Summary Table of JSPS Elements

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

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

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

Product	R/O/I	Reference	Due	Notes
Strategic Direction [10 U.S.C., Sec. 153(a)(1)]				
National Security Strategy (NSS)	R	50 U.S.C. §3043(a)	NLT 150 days of a new administration. Annually thereafter ICW the PB.	Transmitted in classified form, but may include unclassified summary.
National Defense Strategy (NDS)	R	10 U.S.C. §113(g)(1)	In January, every four years, and intermittently as appropriate.	In years not provided, SecDef will provide in February a report assessing the implementation of the strategy.
Defense Planning Guidance (DPG)	I	10 U.S.C. §113(g)(2)	Annually, February	The provision requires "a comprehensive briefing on the guidance," to the defense committees. This is accomplished via PE/Posture Roll Out.
National Military Strategy (NMS)	R	10 U.S.C. §153(b)(3)(A) & 153(b)(4)	NLT 15 February of even-numbered years, or as published.	Transmitted in classified form, but may include unclassified summary. SecDef shall transmit comments as appropriate.
Strategic and Contingency Planning [10 U.S.C., Sec. 153(a)(2)]				
Contingency Planning Guidance (CPG)	I	10 U.S.C. §113(g)(3)	Every two years, or more frequently as needed.	
Global Defense Posture Report (GDPR)	R	10 U.S.C. §113(g)(4)	NLT 30 April	
Joint Strategic Campaign Plan (JSCP)	I	Treat as internal but report to Congress in accordance with (IAW) SecDef Policy, SUBJECT: Congressional Requests for Access to Operational Plans and Orders, dtd 8 May 2019, and 10 U.S.C. § 113 note, NDAA for FY20, Pub. L. 116-92, § 1744, 133 Stat. 1198, 1842 (2019).	Varies	USD (P) requires formal request by Committees. USD (P) will consider request for legislative function, Presidential prerogatives, risk of disclosure, and alternatives to release including providing a briefing.
Global Campaign Plans (GCP)				
CCMD Campaign Plans (CCP)				
Functional Campaign Plans (FCP)				
Integrated Plan Set & CCMD Contingency Plans				
EXORDS				
Comprehensive Joint Readiness [10 U.S.C., Sec. 153(a)(4)]				
Annual Joint Assessment (AJA) Survey	O	Recent precedence is to treat as internal document.	Varies	
Joint Staff Estimates & Assessments				
Chairman's Net Assessments	O	Recent precedent is to treat as internal document.	Varies	
Joint Force Readiness Review (JFRR)	R	10 U.S.C. § 482	Semi Annual; NLT 30 days after 1st & 3rd QTR CY	As of FY20, reports are transmitted in tandem.
Semi-Annual Readiness Report to Congress	R	NDAA FY20, S. 1790 - Title III - Subtitle E - Sec 361	Semi Annual; NLT 30 days after 1st & 3rd QTR CY	
Joint Capability Development [10 U.S.C., Sec. 153(a)(5)]				
Capability Gap Assessment (CGA)	O	Recent precedent is to treat as internal document.	Varies	
Annual Report on Combatant Command Requirements (ARCCR)	R	10 U.S.C. §153(c)	NLT 25 days following submission of PB	Includes consolidated CCMD IPLs.

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

Capability Portfolio Management Review (CPMR)	I	No precedent to date	Annually	
Program Objective Memorandums (POM)	I	32 C.F.R. 286h.3(b)(5)(ii) & (iii) addresses release	N/A	Exceptions can be made after coordination by OGC and USD (P).
Joint Force Development [10 U.S.C., Sec. 153(a)(6)]				
Joint Warfighting Concept (JWC)	O	Precedence is to brief and host JWC-oriented Staff Delegations. No precedence established to transmit pending initial JWC.	Varies	
Service Concepts, Experimentation, Doctrine & Education	O	Varies based on SecDef the Chairman's, and Services' discretion	Varies	
Globally Integrated Exercises (GIE)	O	Precedence is to invite defense committee staff to view and attend AAR	As scheduled	Precedence established by CJCS20
Global Military Integration [10 U.S.C., Sec. 153(a)(3)]				
Unified Command Plan (UCP)	R	10 U.S.C. §161(b)	NLT 60 days following establishment of a new CCMD or significantly revising the missions, responsibilities, or force structure of an existing CCMD.	Responsibility to transmit retained by the President.
Chairman's Risk Assessment (CRA)	R	10 U.S.C. §153(b)(3)(B)	NLT 15 February of each year.	Transmitted in classified form, but may include unclassified summary. SecDef shall transmit comments as appropriate.
Global Force Management Implementation Guidance (GFMIG)	I	10 U.S.C. §113(g)(3); Precedence is to provide GFMAP briefs upon request of defense committees.	Every two years, or more frequently as needed.	Informs Global Defense Posture Report
Global Force Management Allocation Plan (GFMAP)	I ^s			
Chairman's Program Recommendation (CPR)	I	10 U.S.C. §153(a)(7)(A)	Annually	Internal recommendation to SecDef.
Other Operational or Intelligence Products	O	Each request is evaluated by Joint Staff Legislative Affairs, affected Joint Staff Directorate, DJS, and/or the Chairman on a case-by-case basis unless a specific precedence is established.	N/A	Considerations include: - Legislative Function - Classification - Reciprocity to other defense committees - Alternatives

Table 2. Transmission of Products to Congress

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

ENCLOSURE K

PART I – REFERENCES

- a. Title 10, U.S. Code
- b. CJCS, “National Military Strategy,” March 2023
- c. CJCSM 3105.01B, 22 December 2023, “Joint Risk Analysis Methodology”
- d. JSM 5100.01F, 16 October 2020, “Organizations and Functions of the Joint Staff”
- e. CJCSI 3110.01K, 22 March 2019, “Joint Strategic Campaign Plan”
- f. DoDI 3000.15, 3 November 2020, “Plan Review and Approval Process”
- g. CJCS Guide 3401, 15 November 2010 “Guide to the Chairman’s Readiness System, current as of 25 November 2015
- h. CJCSI 5123.01, 30 October 2021 “Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)”
- i. DoDD 7045.14, 25 January 2013, “The Planning, Programming, Budgeting, and Execution (PPBE) Process,” incorporating Change 1, 29 August 2017
- j. President of the United States, 25 April 2023, *Unified Command Plan*
- k. Secretary of Defense, 6 February 2023, *Fiscal Years 2023–2025 Global Force Management Implementation Guidance*
- l. CJCSM 3130.06C, 7 May 2021, “Global Force Management Allocation Policies and Procedures”
- m. CJCSI 3141.01F, 31 January 2019, “Management and Review of Campaign and Contingency Plans”
- n. CJCSI 5123.01I, 30 October 2021, “Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)”
- o. CJCSI 3210.06A, 25 September 2015, “Irregular Warfare”

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

- p. CJCSI 3030.01A, 3 October 2022, “Implementing Force Development and Design”
- q. JROCM 053-20, 16 July 2020, “JROC Strategic Focus and Guidance on FCB Capability Portfolio Management”
- r. Secretary of Defense, “National Defense Strategy,” March 2022
- s. CJCSI 5120.02F, 6 November 2020, “Joint Doctrine Development System”
- t. CJCSM 5120.01C, 20 June 2023, “Joint Doctrine Development Process”
- u. CJCSI 3500.01J, 13 January 2020, “Joint Training Policy for the Armed Forces of the United States”
- v. CJCSI 3500.02C, 19 December 2022, “Universal Joint Task List Program”
- w. *Joint Concept for Competing*, 10 January 2023
- x. CJCSI 3150.25H, 30 December 2021, “Joint Lessons Learned Program”
- y. CJCSM 3150.25C, 23 June 2023, “Joint Lessons Learned Program”
- z. CJCS Guide 3401D, 15 November 2010 “Guide to the Chairman’s Readiness System,” current as of 25 November 2015
- aa. CJCSI 3401.01E, 13 April 2010, “Joint Combat Capability Assessment,” current as of 19 May 2014
- bb. CJCSI 3401.02B, 31 May 2011, “Force Readiness Reporting,” current as of 17 July 2014

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

PART II -- RELATED

1. President of the United States, 27 October 2022, *National Security Strategy of the United States of America*
2. President of the United States, January 2019, *Contingency Planning Guidance*
3. Secretary of Defense, 22 February 2023, *Defense Planning Guidance (FY 2025–2029)*
4. DoDI 3000.12, 6 May 2016, “Management of Global Defense Posture (GDP),” incorporating Change 1, 8 May 2017
5. DoDD 3000.07, 24 August 2014, “Irregular Warfare,” incorporating Change 1, 12 May 2017
6. DoDD 5100.01, 21 December 2010, “Functions of the Department of Defense and Its Major Components,” incorporating Change 1, 17 September 2020
7. CJCSI 1800.01F, 15 May 2020, “Officer Professional Military Education Policy”
8. CJCSI 1801.01F, 14 October 2022, “National Defense University Policy”
9. CJCSI 1805.01C, 1 November 2021, “Enlisted Professional Military Education Policy”
10. CJCSI 5705.01F, 14 September 2017, “Standardization of Military and Associated Terminology”
11. CJCSI 8501.01B, 21 August 2012, “Chairman of the Joint Chiefs of Staff, Combatant Commanders, Chief, National Guard Bureau, and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution Process,” current as of 15 December 2021
12. CJCSM 1810.01, 1 April 2022, “Outcome-Based Military Education Procedures for Officer Professional Military Education”
13. CJCSM 3500.03E, 20 April 2015, “Joint Training Manual for the Armed Forces of the United States”

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

14. CJCSM 3500.04G, 14 April 2023, “Universal Joint Task Manual”
15. CJCSM 3511.01A, 30 August 2019, “Joint Training Resources for the Armed Forces of the United States”
16. CJCSM 5115.01C, 30 March 2018, “Priority Challenge Cross-Functional Teams”
17. CJCSG 3500.01, 12 December 2021, “Chairman’s Guidance for Training and Exercise Support to Global Integration, Fiscal Year 2022–2025”
18. JP 5-0, 1 December 2020, *Joint Planning*
19. *JCS Guidance and Vision for PME and Talent Management*
20. *Senior Enlisted Advisors’ Vision for Enlisted PME and Talent Management*
21. JCIDS Manual, 30 October 2021, “Manual for the Operation of the Joint Capabilities Integration and Development System”
22. JSM 3051.01, 14 April 2023, “Execution and Oversight of Global Integration”
23. *Joint Warfighting Concept 3.0*, with supporting concepts

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CJCSI 3100.01F
29 January 2024

GLOSSARY

ABBREVIATIONS AND ACRONYMS

A&P	ally and partner
AJA	Annual Joint Assessment
ARCCR	Annual Report on Combatant Command Requirements
C4	command, control, communications, and computers
CA	coordinating authority
CAPE	Cost Assessment and Program Evaluation
CCDR	Combatant Commander
CCMD	Combatant Command
CCP	Combatant Command Campaign Plan
CEP	Chairman's Exercise Program
CFT	cross-functional team
CGA	Capability Gap Assessment
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CJTG	Chairman's Guidance for Training and Exercise Support to Global Integration (Chairman's Joint Training Guidance)
COCOM	Combatant Command authority
CPG	Contingency Planning Guidance
CPMR	Capability Portfolio Management Review
CPR	Chairman's Program Recommendation
CRA	Chairman's Risk Assessment
CRS	Chairman's Readiness System
CSA	Combat Support Agency
CSO	Consolidated Strategic Opportunity
DD-JSP	Deputy Director for Joint Strategic Planning
DFE	Dynamic Force Employment
DIA	Defense Intelligence Agency
DIE	Defense Intelligence Enterprise
DJS	Director, Joint Staff
DJ-#	Director, J-# (e.g., the Director of Strategy, Plans, and Policy, J-5 is DJ-5)
DoD	Department of Defense
DoDI	Department of Defense Instruction
DoDD	Department of Defense Directive

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
DPG	Defense Planning Guidance
DRRS	Defense Readiness Reporting System
DRT	Directed Readiness Tables
FCB	Functional Capabilities Board
FCP	Functional Campaign Plan
FE	force element
FMF	Force Management Framework
FP	force provider
FYDP	Future Years Defense Program
GCF	Global Competition Framework
GCP	Global Campaign Plan
GCP A	Global Campaign Plan Assessment
GEF	Guidance for the Employment of the Force
GFM	Global Force Management
GFMAP	Global Force Management Allocation Plan
GFMI	Global Force Management Implementation Guidance
GIE	Globally Integrated Exercises
GIWG	Globally Integrated Wargame
GPEC	Global Posture Executive Council
IAW	in accordance with
IC	Intelligence Community
I-JROC	International JROC
IMO	Intermediate Military Objective
IPL	Integrated Priority List
J-2	Joint Staff Directorate for Intelligence
J-3	Joint Staff Directorate for Operations
J-4	Joint Staff Directorate for Logistics
J-5	Joint Staff Directorate for Strategy, Plans, and Policy
J-6	Joint Staff Directorate for Command, Control, Communications, and Computers/Cyber
J-7	Joint Staff Directorate for Force Development
J-8	Joint Staff Directorate for Force Structure, Resources, and Assessment
JCC	Joint Concept for Competing
JCIDS	Joint Capabilities Integration and Development System
JCS	Joint Chiefs of Staff
J-Dir	Joint Staff Directorate

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

J-Director	Director of a Joint Staff Directorate
JEP	Joint Exercise Program
JFP	joint force provider
JFRR	Joint Force Readiness Review
JLLP	Joint Lessons Learned Program
JOE	Joint Operating Environment
JPEC	Joint Planning and Execution Community
JPME	joint professional military education
JROC	Joint Requirements Oversight Council
JROCM	Joint Requirements Oversight Council Memorandum
JSCP	Joint Strategic Campaign Plan
JSIRA	Joint Staff Intelligence Risk Assessment
JSM	Joint Staff Manual
JSPS	Joint Strategic Planning System
JSSIG	Joint Staff Strategy Integration Group
JSWG	Joint Strategy Working Group
JWC	Joint Warfighting Concept
JWPS	Joint Worldwide Planners Seminar
NDS	National Defense Strategy
NGB	National Guard Bureau
NIPRNET	Non-classified Internet Protocol Router Network
NMS	National Military Strategy
NSS	National Security Strategy
OAI	operations, activities, and investments
OCR	office of coordinating responsibility
OPR	office of primary responsibility
OpsDepts	Operations Deputies
OSD	Office of the Secretary of Defense
OUUSD(P)	Office of the Under Secretary of Defense for Policy
PBR	Program and Budget Review
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
SC2	Strategy Coordination Cell
SDD	Strategy Development Division
SDOB	Secretary of Defense Orders Book
SecDef	Secretary of Defense
SO	Strategic Opportunity
SIPRNET	SECRET Internet Protocol Router Network
SPF	Strategic Planning Framework

UNCLASSIFIED

CJCSI 3100.01F
29 January 2024

SRRC	Semi-annual Readiness Report to Congress
UCP	Unified Command Plan
USD(P)	Under Secretary of Defense for Policy
USELEMNORAD	U.S. Element North American Aerospace Defense Command
USG	U.S Government
VCJCS	Vice Chairman of the Joint Chiefs of Staff